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Jewish Community Federation Leadership Oral History Project

Jerome I. Braun

PRESIDENT, JEWISH COMMUNITY FEDERATION OF SAN FRANCISCO,
THE PENINSULA, MARIN AND SONOMA COUNTIES, 1979-1980

With an Introduction by
Brian Lurie

Interviews Conducted by
Eleanor K. Glaser
in
1994

Since 1954 the Regional Oral History Office has been interviewing leading participants in or well-placed witnesses to major events in the development of Northern California, the West, and the Nation. Oral history is a modern research technique involving an interviewee and an informed interviewer in spontaneous conversation. The taped record is transcribed, lightly edited for continuity and clarity, and reviewed by the interviewee. The resulting manuscript is typed in final form, indexed, bound with photographs and illustrative materials, and placed in The Bancroft Library at the University of California, Berkeley, and other research collections for scholarly use. Because it is primary material, oral history is not intended to present the final, verified, or complete narrative of events. It is a spoken account, offered by the interviewee in response to questioning, and as such it is reflective, partisan, deeply involved, and irreplaceable.

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Copy no. /



Jerome I. Braun, 1992

BRAUN, Jerome I. (b. 1929)

Jewish Community Leader

President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1979-1980, 1995, xii, 110 pp.

Family background, St. Joseph, Missouri; Stanford University Law School, 1953; U.S. Army Judge Advocate General Corps, La Rochelle, France; move to San Francisco, 1957; founding member, Farella, Braun & Martel; San Francisco-based Jewish Community Federation activities: 1967 Lloyd W. Dinkelspiel Award, 1971 campaign chairman, president, United Jewish Community Centers, 1972-1974, federation president, 1979-1980; membership in national Jewish organizations and community activities.

Introduction by Rabbi Brian Lurie, executive vice-president, United Jewish Appeal and former executive director of the San Francisco-based Federation.

Interviewed 1994 by Eleanor K. Glaser for the Jewish Community Federation Leadership Oral History Project. Regional Oral History Office, The Bancroft Library, University of California, Berkeley.

The Regional Oral History Office would like to express its thanks to the Jewish Community Endowment Fund of The Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties. Their encouragement and support have made possible the Jewish Community Federation Leadership Oral History Project.

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PREFACE

The Jewish Community Federation Leadership Oral History Project was initiated in 1990, under the sponsorship of the Jewish Community Endowment Fund, to record the recent history of the Jewish Welfare Federation. Through oral histories with the thirteen living past presidents of the Federation, the project seeks to document Jewish philanthropy in the West Bay as spearheaded by the Federation during the past half-century.

The Jewish community can take pride in the manner in which it has, through the years, assumed the traditional Jewish role of providing for the less fortunate. Organized Jewish philanthropy in San Francisco began in 1850 with the Eureka Benevolent Association, today's Jewish Family and Children's Service Agency. With the organization in 1910 of the Federation of Jewish Charities, the community took the major step of coordinating thirteen separate social service agencies. The funding of local services was absorbed by the Community Chest when the Federation affiliated with it in 1922. Soon thereafter, the need was seen for an organization to support the financial needs of national and overseas agencies. This led to the formation of the Jewish National Welfare Fund in 1925, which pioneered in conducting a single annual campaign for Jewish needs outside of San Francisco. The Federation of Jewish Charities and the Jewish National Welfare Fund merged in 1955, becoming the Jewish Welfare Federation, the forerunner of the present Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties.

This oral history project was conceived by Phyllis Cook, executive director of the Jewish Community Endowment Fund, and Eleanor Glaser, the oral historian who had just completed the oral history of Sanford M. Treguboff, the late executive director of the Federation. They realized that 1990 would be the thirty-fifth year of the Jewish Welfare Federation and that it was none too soon to try to capture the insights and experiences of the Federation's first presidents. Not only would these leaders be able to document the dynamic history of the Federation, but they could link that to the activities of several other agencies since all had prepared themselves for their services as Federation president by working in one or another capacity in the earlier Jewish charitable institutions.

Thus, it was anticipated that through the recollections of these Federation presidents it might be also possible to understand the driving motivations and principles of those pioneer leaders and the forces they dealt with during the building of the Bay Area Jewish community.

Phyllis Cook, in consultation with the board of directors of the Jewish Community Endowment Fund, worked with the Regional Oral History Office of The Bancroft Library, University of California, Berkeley, to carry out the project. Direction of the project was assumed by Eleanor Glaser, the office research editor for Jewish history subjects.

In the oral history process the interviewer works closely with the memoirist in the preliminary research and in setting up topics for discussion. For the Federation project, Eleanor Glaser conducted extensive research in the Federation Board minutes in order to determine critical events, committee assignments, and the pressing needs during each president's term of office. The interviews are informal conversations that are tape recorded, transcribed, edited by the interviewer for continuity and clarity, checked and approved by the interviewee, and then final typed. The oral history manuscripts are open to research in libraries nationwide. Copies of the Federation project oral histories will be available in the Federation Library; The Bancroft Library; the Department of Special Collections, Library, UCLA; and in other libraries interested in collecting source material on this subject.

Sam Ladar, president of the Jewish Welfare Federation in 1965 and 1966, was the first interviewee. As the initial oral history for the project, general Federation information such as early board minutes, lists of officers, etc., have been included in the Ladar volume. Researchers are advised to start there.

The Regional Oral History Office was established in 1954 to record the lives of persons who have contributed significantly to the history of California and the West. The Office is administered by The Bancroft Library. Over the years the Office has documented a number of leaders in the California Jewish community. The Office is honored to have this opportunity to document Jewish philanthropy in the San Francisco Bay Area.

Eleanor Glaser, Project Director
Jewish Community Federation Leadership
Oral History Project

Willa Baum, Division Head
Regional Oral History Office

January 1992
Regional Oral History Office
The Bancroft Library
University of California, Berkeley

Jewish Community Federation Leadership Oral History Project
Series List

- Jerome Braun, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1979-1980, 1995
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- Peter E. Haas, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1977-1978, 1994
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- William J. Lowenberg, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1983-1984, 1994
- Laurence E. Myers, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1986-1988, 1993
- Robert E. Sinton, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1967-1968, 1991
- John H. Steinhart, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1969-1970, 1992
- Melvin M. Swig, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1971-1972, 1992
- In Process
- Annette R. Dobbs, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1988-1990
- Frances D. Green, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1975-1976
- Ronald Kaufman, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1984-1986
- Donald Seiler, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1990-1992
- Roselyne C. Swig, President, Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, 1992-1994

INTRODUCTION--by Brian Lurie

Three piece suit, bow tie, always dressed to the nines except when Willie Nelson is in town. Drink in hand, smile on his face, he asks me, "Have you heard, 'Darling, How Long is Forever this Time.'"

Jerry was a founding partner of Farella, Braun & Martel. For that alone he should be filled with pride. Others can write or speak about his law career. I will confine myself to other aspects of his life.

Jerry should have been at West Point when Douglas MacArthur gave his famous speech, "Duty, Honor, Country," because General MacArthur was talking about Jerry. He has a sense of duty and obligation and has manifested this sense of duty in every aspect of his life--towards his family, towards his community, towards his people.

Jerry was always there whether for his mother, father, children, or sisters. In a small-town way he never shirked responsibility. In fact, he probably overdid his obligation, his duty. I never wanted to solicit Jerry because he would give beyond what he could afford. Often I told him not to give any more. But his honor and his dignity would not allow him to do less.

Jerry served his country in the Judge Advocate Department and loved it. I can still hear his stories of his time in Europe. It was a mix of work and fun. In a sense this mix of work and fun has been the compass of Jerry's life.

He did a truly magnificent job as Campaign Chairman, but that was before my time. It was as President of the JWF that Jerry and I worked most closely together. His eyes glistened with mirth and joy as he recounted that he was the first president from outside of San Francisco. He loved being first, but so different from others who need to be first. He did not leave debris behind him. In fact, I cannot remember a kinder man in his position. When I made a mistake that did or might have reflected on him, he would simply say, "Let's do that better the next time." Even if the mistake was mine and was made in public, he would own it.

That I feel fondness for the man is a given; there is also deep respect and love. Life has so many variables but my friend Jerry is a constant.

Rabbi Brian L. Lurie

July 1994
New York, New York

INTERVIEW HISTORY--by Eleanor Glaser

In 1990 the Jewish Community Endowment Federation undertook to document the history of the San Francisco-based Jewish Community Federation. Its funding for the Jewish Community Leadership Oral History Project provides for the oral histories of the Federation's past presidents and two former executive directors. Jerome I. Braun, Federation president 1979-1980, is the tenth past president interviewed for this series.

Mr. Braun, a native of St. Joseph, Missouri, moved to San Francisco in 1957, shortly after completing his tour of duty in France as an army officer in the Judge Advocate General Corps and soon after his marriage. Although he was just beginning his law career in a new community, Jerome Braun nevertheless reached out for Federation involvement. He states, "I received this kind of inspiration from my parents, and in particular my father." Jerome Braun's father, Martin, took a leadership role in the Jewish community, which did not have a federation but did have an annual campaign. Mr. Braun spoke of his father as being one of the five most prominent citizens in St. Joseph.

Jerome Braun's first Federation activities were raising funds in the attorney's section of the Business and Professional Division and serving as a member of the campaign speakers bureau. In addition, he became involved in the San Francisco Jewish Community Center, becoming president of the United Jewish Community Centers in 1972. Prior to that, in 1967 he received the Lloyd W. Dinkelspiel Memorial Award for outstanding young leadership, the second recipient of this honor--"My father was absolutely ecstatic."

For his introduction to Laurence Myers' oral history, Jerome Braun wrote: "Some years ago I was asked which, of all the things I had done for and with Federation, brought me the greatest pleasure. That, of course, is an open-ended question and difficult to answer. Upon reflection, however, I realize that perhaps the single most important thing that I had a hand in was opening up the Federation to "non-establishment" participants. Let me hasten to add that the so-called establishment was more than gracious (and, perhaps, secretly delighted) to have new people and new faces with new energy and new commitment to carry on the invaluable work which they had pioneered with such diligence and commitment. Among my many successes in that area I rate at the top of the list Larry Myers."

Perhaps others might choose as most important Mr. Braun's campaign chairmanship in 1971. He set and achieved a goal double that of the previous year and led it off by tripling his own contribution. He approached those who were the big contributors and asked them to increase their gifts by multiples of two or three. According to Frances D. Green,

who succeeded Mr. Braun as campaign chairman in 1972, all subsequent campaign goals were set at a much higher level because of his action.

Four interviews with Jerome Braun were conducted in his law office in the early months of 1994, starting in January and ending in March. Illness and appointment priorities were the reasons for the widely separated meetings, which were of shorter than usual duration because of Mr. Braun's schedule.

He is a founding and senior partner in the law firm of Farella, Braun & Martel, established in 1962 and now located on Montgomery Street in San Francisco's financial district. During an early session Mr. Braun stated that he was familiar with the oral history process for it was his idea that the law firm's history be recorded and which he funded. The result is a handsome, printed volume.¹

Mr. Braun's office is rather long and narrow, and one wall next to the table where we sat was almost covered by a very large yellowed map of Paris. Another wall, covered with photographs, Mr. Braun calls his rogues gallery. While most of the pictures are of his family, including his three children and his grandchildren, there are also photos of Willie Nelson. Country-western music is one of Jerome Braun's many interests. "I am one of the original Willie Nelson fans," he stated.

Mr. Braun carefully reviewed the edited transcript of the interviews and made a number of changes. He had asked that the customary introduction to his volume be written by Rabbi Brian Lurie, formerly the executive director of the San Francisco-based Federation. We appreciate Rabbi Lurie's compliance with this request.

Fran Abenheimer, secretary to Jerome Braun, was most helpful in scheduling interview appointments and checking the proper spelling of people's names.

Eleanor Glaser
Interviewer/Editor

January 1995
Regional Oral History Office
The Bancroft Library
University of California, Berkeley

¹Farella, Braun & Martel, 1962-1992: A Biography, 1992.

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BIOGRAPHICAL INFORMATION

(PLEASE TYPE OR PRINT CLEARLY)

DATE 7/8/88

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CITY Kentfield, California ZIP. 94904

DATE OF BIRTH 12/16/29 PLACE OF BIRTH St. Joseph, Missouri

MARRIED XX SINGLE _____ DIVORCED _____ WIDOWED _____

NAME OF SPOUSE Dolores F. Braun CHILDREN (Name, year of birth and
current ages) Aaron H., b. 1959, age 28; Susan L., b. 1962, age 25;
Daniel V., b. 1967, age 21.

EDUCATION/SCHOOL(S) Stanford University, 1951 DEGREE(S) A.B.
Stanford University, 1953 L.L.B.

OCCUPATION Lawyer

NAME OF EMPLOYER/YOUR POSITION _____
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CITY San Francisco, California ZIP. 94104

NON-JEWISH AFFILIATIONS

SOCIAL, BUSINESS, PROFESSIONAL, CIVIC OR COMMUNITY AFFILIATIONS (Please list dates of memberships, and note offices held)

Please see attached Curriculum Vitae.

PAST AFFILIATIONS YOU WISH TO NOTE

OTHER INFORMATION

If you have any further information, please continue on the back of this page

29. List all organizations and clubs other than bar associations or professional associations or professional societies of which you are or have been a member, including civic, charitable, religious, educational, social and fraternal organizations. If you are no longer a member, indicate approximate date your membership ceased.

Jewish Welfare Federation of San Francisco, Marin County and the Peninsula. A partial list of applicant's position with this organization are:

- (1) President-Elect, 1979;
- (2) Treasurer, 1978;
- (3) Vice-President 1975-1978;
- (4) General Campaign Chairman, 1971;
- (5) Chairman, Budget Committee, 1968-70;
- (6) Chairman, Leadership Development Committee,
1968-1970;
- (7) Member of the Board of Directors since 1969.

Member of United Jewish Appeal Young Leadership Cabinet, 1967-1972; Chair, Northern California Division of Young Leadership Cabinet of the United Jewish Appeal. 1970-1972.

President, United Jewish Community Centers, (comprised of five separate Bay Area community centers), a beneficiary agency of the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula, 1972-1974.

Board Member of the San Francisco Jewish Home for the Aged, 1971-1973.

Member of the Board of Directors of the San Francisco Jewish Community Center 1962-1965.

Member of the National Board of Directors of Joint Distribution Committee, 1968-1973.

Member of the United Jewish Appeal National Campaign Cabinet, 1968-1975.

Member of the Board of Directors of the Council of Jewish Federations and Welfare Funds (national "umbrella" organization for all local Jewish Welfare Federations and Welfare Funds), 1970-1975.

Member, Board of Directors, Jewish Family Service Agency, a beneficiary agency of the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula. Approximately 1965-1966.

30. List any honors, prizes, awards or other forms of recognition which you have received (including any indication of academic distinction in college or law school) other than those mentioned in answers to the foregoing questions.

Recipient of the Lloyd W. Dinkelspiel Young Leadership Award by the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula, December 1967.

31. State any other information which may reflect positively or adversely on you, or which you believe should be disclosed

CURRICULUM VITAE

JEROME I. BRAUN

EDUCATION:

A.B., Stanford University, 1951
L.L.B., Stanford University, 1953
Order of the Coif;
Revising Editor, Stanford Law Review

MILITARY:

1st Lt., Judge Advocate General Corps - 1954-57

LAW FIRM AFFILIATIONS:

Associate, Long & Levit, 1957-58
Associate, Jefferson Peyser, 1958-62
Founding Partner, Elke, Farella & Braun, February 1, 1962,
now Farella, Braun & Martel

FIELDS OF SPECIALIZATION:

Commercial litigation, emphasis on antitrust, complex
and MDL litigation, securities, legal malpractice,
appellate practice.

PROFESSIONAL OFFICES AND AFFILIATIONS:

Past President, California Academy of Appellate Lawyers;
Fellow, American College of Trial Lawyers;
Past Chair and Member of the State Bar Committee on
Administration of Justice;
Past Chair of Lawyer Representatives to the Ninth Circuit
Judicial Conference (1983-84); current representative
(term expires 1988); prior participation in Conference
as delegate or special guest, 1972-1976
San Francisco Bar Association Committee to examine possible
division of Ninth Circuit;
Member of Ninth Circuit Ad Hoc Committee on Civil Discovery
(1977-78)
Board of Directors, United States District Court for
the Northern District of California Historical Society
Interviewer, Oral History Project, Ninth Judicial Circuit
Historical Society
Member, American Bar Association Antitrust Section
Member, American Judicature Society
Member, American Bar Foundation

TEACHING AND PUBLICATIONS:

Instructor, San Francisco Law School, 1957-68
 (Evidence, Trusts, Legal Ethics and Jurisprudence);
 Participant in Continuing Education of the Bar programs
 on attorneys' malpractice, attorneys' opinion letters,
 conflicts of interest, CEB First Trial Clinic, and
 Federal Practice "Effective Appellate Practice";
 Speaker at annual meeting on Nevada and Montana Bar Asso-
 ciations on Malpractice and at Illinois Continuing
 Education of the Bar on Comparative Negligence and
 Contribution;
 Speaker at American Bar Association Litigation Section
 meeting on Class Action Settlements;
 Speaker at American Bar Association program on corporate
 insurance - Cumis issues;
 Author of "Contribution - The Changing Law", California
 State Bar Journal, Vol. 50, No. 3;
 Author of State Bar bill on comparative negligence and
 contribution;
 Author of "Gibson, Dunn & Crutcher vs. Superior Court
 Revisited: A Critical Analysis and Proposal Respect-
 ing an Attorney Malpractice Defendant's Right to
 Cross-Complain for Comparative Indemnity Against
 the Former Client's Present Attorney", Santa Clara
 Law Review, February, 1982

COURT ADMISSIONS:

United States Supreme Court
 United States Court of Appeals, Ninth Circuit
 United States District Court, Northern District
 of California
 United States Tax Court
 United States Court of Military Appeals
 California Supreme Court
 Missouri Supreme Court

I THE EARLY YEARS

[Interview 1: January 13, 1994]##¹

Family Members

Glaser: Mr. Braun, we're going to start out with your childhood. I'd like to know when you were born and where, then we'll go on to talk about your family.

Braun: I was born and raised in St. Joseph, Missouri. I was born on December 16, 1929. I am the youngest of three children. The two others are both sisters. One lives in Florida now, one lives in Louisville.

Glaser: What are their names?

Braun: The one in Florida is named Beverly, Beverly Wilson, who was Beverly Adler for many years, but she divorced and remarried. And my sister in Louisville is Marcia Abramson.

Glaser: What were your parents' names?

Braun: My parents' names were Martin and Bess.

Glaser: Were your grandparents alive?

Braun: Yes.

Glaser: What were their names?

¹This symbol (##) indicates that a tape or a segment of a tape has begun or ended. For a guide to the tapes see page 75.

Braun: Victor, and I don't know the English translation of my grandmother's name. We called her Shayva.

Glaser: They were your paternal grandparents?

Braun: Yes.

Glaser: And your maternal grandparents?

Braun: My maternal grandmother I never knew. She must have died when I was either small or before I was born. And I believe I met my grandfather once. His last name was Donsker and I don't even recall his first name.

Glaser: Does that mean that they did not live in St. Joseph?

Braun: No, they lived in Southern California.

Glaser: And the Braun grandparents?

Braun: They lived in St. Louis.

Glaser: Did you have activities with them?

Braun: Well, my father used to go to St. Louis on business quite a lot and he frequently would take me. We seldom stayed with them, but sometimes we'd stay there, sometimes we'd stay at a hotel.

Glaser: What was your father's business?

Braun: Men's and boys' clothing.

Glaser: What was your mother's life like?

Braun: Well, she was a very loving, kind, gentle woman, basically a housewife. Active social life. Traditionally in poor health, but she and my father lived to be in their eighties. My father had never been in the hospital until he was sixty, to have his tonsils out, and then he had two prostate operations. My mother had every disease imaginable, I think, except cancer and diabetes.

Glaser: Are you saying that she was a hypochondriac or--

Braun: No, absolutely not. She was just subject to a great many kinds of illnesses.

Religious Affiliation

Glaser: When you said that she had an active social life, was this in the Jewish community or in the greater community?

Braun: Mostly in the Jewish community, and I should underscore comparing then and now. Her life was built around my father, who was a very prominent citizen, among both Jewish and non-Jewish. He was one of the five most prominent citizens in the city, and it's from him that I gained my inspiration about Federation and similar things and philanthropy. My mother really--except for bridge games and mah jong games (when people played mah jong)--she was a gracious hostess and basically was the back-up for my father.

Glaser: I assume that you belonged to a congregation.

Braun: We belonged to Temple Adath Joseph. We were a Reform congregation. My family and the rabbi and his wife were very, very close friends and mixed together socially a great deal.

Glaser: I imagine there was both a temple sisterhood and a brotherhood.

Braun: Oh, yes. And my mother was involved in the sisterhood, but I couldn't tell you what she did. My father declined to ever be president of the congregation. He was on the board, but whenever something heavy came along they'd call him to take care of it, to deal with it.

Glaser: Tell me about your religious education.

Braun: Well, it was mediocre, to put it bluntly. I was *Bar Mitzvah* but the Hebrew I learned was minimal, and I cannot now read Hebrew. I went to Sunday school, I observed the Jewish holidays with my parents--that was a matter of duty, if not demand by them.

II EDUCATION

High School

Braun: But I was also involved with high school sports. I was the student manager of the various teams. Sometimes I'd duck out of services to go to football practice or something of that sort. I'm not sure this is really the kind of information you want to publish but that's the fact.

Glaser: Did you enjoy high school, or school in general?

Braun: Oh, yes. I was something of a leader in high school. My position as a student manager, it was called, of the athletic teams, was of some importance. I was very close to the coaches and generally close to the faculty. I was not a great student, but my overall contributions were considerable. I had never made the student honor society because I was too busy doing all these other things, but at graduation they gave me a special award, a book written by Carl Sandburg. It was just kind of a one-time thing, a way of honoring me since I wasn't on the National Honor Society. Yes, I enjoyed it, of course.

Glaser: Well, you had some special activities; you organized a group for the National Association for the Advancement of Colored People.

Braun: Yes, that was quite something. That group, or some of the members of that group, got Langston Hughes, the poet, to St. Joseph to speak. And it created a tremendous furor. He was considered to be a communist.

Glaser: Wasn't Missouri a border state, more southern than northern?

Braun: Well, no, I wouldn't say that. They just were conservative. It's the Midwest, the "Bible Belt," although considering some of the

things that went on there-- . In any event, there was plenty of drinking and adultery and all the rest, but still it was a conservative, conservative city.

Glaser: As a teenager, how did you know about what was going on?

Braun: Well, you know, you hear from your folks, from other students, and that sort of thing.

Glaser: And you had an interest in the One World group?

Braun: Oh, that was passing, I remember. But I was not active in that organization because there wasn't any organization. There were just people who believed in it and talked about it both in and out of class.

But coming back to the NAACP thing, that was a historic event. There were about a half dozen of us. We got involved, of course, with the black youth who then were in a segregated high school. I guess I was the president of the organization, I don't know. And, oh, a half a dozen of the so-called liberals from my school were involved and would come to meetings. We were subject to some criticism.

Glaser: Aside from the African-American students being segregated, what was the role of black people in general in St. Joseph?

Braun: Not good. There may have been one black doctor. There was one black dentist with whom I was friendly and more friendly with his wife because she was much involved in the NAACP, both at the local and national level. Most of them were blue collar workers and household help.

Glaser: What was the population of St. Joseph at that time?

Braun: Well, it varied and we always joked about it depending whether you count the cemeteries or not. It ran about 75,000. It missed its opportunity during World War II. The leaders declined to welcome several industries that they could have, steered by our government and our congressman, because they one, feared the unions and two, thought it would somehow adversely impact the city.

Glaser: Well, you strike me, in all that you've said so far, as being a very liberal man. Did you feel like a fish out of water or were there enough of you--

Braun: No, not really, not really. There was anti-Semitism. One girl I remember, her family refused to let her go out with me. And there was a fellow on the football team who was blatantly anti-Semitic.

He made some very derogatory remarks and pretended like he was jesting. But personally I don't feel I was ever discriminated against except this dating question. And some of the women I did date, I think their parents were very, very skeptical about the whole thing. But those are minor slights.

The major country club had no Jews. My father was the first person invited to join and he refused, for obvious reasons. He just said, "I'm not going to be the house Jew." Later on they opened up the place, and I think my sister and brother-in-law were the first Jews to be admitted. There was a big fight over that. They got blackballed the first time. Some of the prominent people got together and said, "We're going to resign if you don't change the policy," and now it's totally integrated. They've probably even got black members, I don't know.

College

Glaser: You went on to college at Stanford.

Braun: No. I went on to college in 1947 at the University of Southern California. You may say, "Why of all places did you go there?" And that is because I was so naive, even though I went to the library and got out the college catalogues--I applied to every major university in the state. I was so naive I didn't really know the difference between UCLA and USC, and I think I applied to Berkeley. USC was the first to accept me; I was so excited I immediately accepted.

I also got a job with the athletic department doing the same kind of thing I was doing in high school, except more. I was called an assistant trainer or something. I was up close to all the athletes. I did well there. First semester was a disaster, but then I caught on to what it was all about and I started getting good grades. I don't think they named Phi Beta Kappas in your junior year, because I only went there for three years. But I was Blue Key, which is a recognition for both academics and involvement in college activities, and a scholastic organization called Phi Eta Sigma.

Law School

Braun: At the end of the third year, then I went to Stanford because Stanford had a program which we called then the "Three and Three." After three years, if accepted, you would go to Stanford Law School. The end of your first year of law school, you would be awarded a Stanford AB, and then two years later you would be awarded an LLB. Now the LLB is called a JD, but it's the same degree.

Glaser: When did you decide you wanted to be a lawyer and why?

Braun: It's very interesting. I started out thinking I wanted to be a sociology major and become a social worker and do all these good things. In fact, I lived in a dorm that had many, many ultra-liberals, some of whom were actually communists. I got taken to one meeting, and thank God I didn't sign anything. And then there was an organization called "People's Songs," where all the liberal musicians of the day, the Pete Seegers, Josh White, others that I cannot remember. I think Woodie Guthrie was already laid up by then.

Glaser: That's called a hootenanny.

Braun: Yes. So I was associated with those people. I refused to join a fraternity although invited by both Jewish and non-Jewish fraternities. So I was running with the liberal crowd, and I got active in politics and helped elect the first non-fraternity student body president in the history of the school. He remained a dear, dear friend; he died several years ago.

In any event, that's how I got to Stanford, because of this program. So I didn't have to do the fourth year and graduate and then get into law school. Stanford was even then considered to have a top-flight law school, and of course much smaller than it is today. And I did well in law school.

Glaser: Why did you want to become a lawyer?

Braun: One of the so-called liberals I ran around with you used to see on television. He drowned under suspicious circumstances at his family home. His name was Joe Flynn, and he played the Captain in "McHale's Navy." I think that was the series. He was a year or so ahead of me and he went into law school. We started talking about it and he said, "What are you going to do when you get a sociology degree?" I said, "Oh, I don't know, I guess I'll go do social work." He said, "Well, if you want to do something interesting you ought to study law. You can do a lot of things

with that besides just being a lawyer." So those kinds of conversations went on, and I suppose by the end of my second year I had decided I wanted to go to law school.

Glaser: Did you enjoy law school?

Braun: They still laugh about me as the kid who hung out in the library and up in the library carrels. Geographically calling them the bowels of the library would not be correct because they're on the very top floor, and there were cubicles up there. I spent an awful lot of time up there studying and writing when I got on the law review. And I wore this green eye shade, which is still a conversation piece after forty years. I worked very hard, and I made law review after my first year.

Glaser: What does that involve?

Braun: Making law review?

Glaser: Yes.

Braun: It involves first and foremost good grades, like being in the top ten percent of the class.

Glaser: You must have surprised yourself.

Braun: I surprised myself, but as I say I worked very, very hard. I wasn't a recluse but I didn't get around much. You know what the law reviews do: they research and write the articles, what we call notes, which are medium length, and comments. A new case comes out that's very significant and somebody writes a comment about it.

Glaser: You were also awarded the Order of Coif. What is that?

Braun: That is a strictly academic achievement. Depending on the system they used, I was either tenth in the class or seventh in the class. Under either hypothesis, I was eligible for Coif and that was quite an honor.

III MILITARY SERVICE

U.S. Army. 1953

Glaser: When you graduated you were drafted, and that surprised me because I thought that the Korean War was over. That was in 19--

Braun: No, I graduated in '53, and the Korean War was not over. I tried to enlist in the Air Force JAG (Judge Advocate General) Corps, in which you'd get a direct commission and do legal work. I filed all the papers, and then they closed down the program for budgetary reasons. So then I applied for the army JAG, and I made a mistake--I was later told it was a mistake--when I filled out the Attorney General's sheet. I don't know if you've ever seen the way it was in those days, but it was two pages of small print of organizations on the Attorney General's list, and there was People's Songs and the Young Communists' League. Well, I was never a member of the Young Communists' League. In fact, it was called something else then, I don't remember. But I was not a member of anything.

The way the question read, "Have you now or ever been a member of, or attended any events sponsored by any of the following organizations?" Well, I told the truth, and the significance of that is instead of getting security clearance in a week, which is what it usually takes, they had to make a full blown security check. They sent out the FBI or the National Security Agency investigators to check me out. They went to St. Joe and talked with the judges, they went to USC and talked with professors, they went to Stanford and talked with my professors, all of whom were friendly, but that took nine months.

So, in the meantime, my father, who was very friendly with the chairman of the draft board in St. Joe--in his nice way he was a kind and loving man, and he never pressured anybody--but he

said, "Look, Jerry's ready to get this security clearance, can't you defer him? I mean, the country doesn't need him that bad immediately." And then one day my dad got a call, "Martin, we've put it off about as long as we can." He said, "Okay, do what you have to do." And so I was drafted and was bussed over to Fort Riley, Kansas. This was, oh, maybe a hundred and twenty miles from St. Joseph, Missouri, something like that. Just outside Manhattan, where Kansas A & S is, and a place called Junction City, which was the pits.

The training sessions were, I guess, I'm not sure, eight weeks or sixteen weeks. During that time I only trained for two days. Anybody who could read, write, type, and knew anything about the law was very much in demand by the commanding officer of the company and others. So I ended up being what was euphemistically called the "dog robber." That's an army phrase. First of all, I did everybody's tax returns for them, and the commanding officer had a marital problem and I was giving him advice, and all that kind of thing. Individuals in the company would come in and say--this was the tip-off, I learned this very early--"I got a friend that wants a dee-voice." Of course the friend was the person I was talking to, but he didn't want to admit it. So, it was just a lot of that. But the thing that made everybody angry is even though I didn't train, they knew that I had a pretty good deal. I didn't have to go on KP, except once they put me on it by mistake.

Glaser: Had you passed the Bar by this time?

Braun: Yes, I had taken both the California Bar, which allowed you to take it even before you graduated if you were facing military service. And then I went back to Missouri and took the Missouri Bar, which was a boat ride compared to the California Bar. But I passed them both.

Glaser: So you were really qualified to give advice.

Braun: Oh yes, I was. I mean I didn't have the practical experience but I was qualified.

The last thing in that phase of basic training was called the stakes test. That involved showing certain skills, at ten different places. That's what they called it; there were stakes in the ground, station one, station nine. And, of course, I knew nothing about anything. I did know how to take apart an M-1 rifle and clean it. That's all I knew. But I got a hold of one of the non-commissioned officers and I said, "Look, I've got to take the stakes test tomorrow, and I don't know a damned thing about it." He said, "Come on, I'll show you what to do." So we spent about

an hour. There was a prize for the winner, a three-day pass. That was a big deal. So I go out and took the stakes test and guess who ranked number one?

Glaser: After one hour?

Braun: It was I. And I was so embarrassed I gave away the three day pass. I said, "Look, I can't go this weekend, I've got something else to do. You give it to the runner up or whatever." Because everybody was really very unhappy about that, my co-enlisted men.

I was still waiting for security clearance when that session ended, so I was the last one to be allowed to leave because I hadn't been assigned any place. I said, "Well gee, why don't you put me in CIC"--that's the Counter Intelligence Corps. They said, "Well, no, you've got to have the same security clearance you're waiting for." I said, "Well, why don't you let me go work for the local JAG officer?" At Fort Riley they had a big JAG establishment. I talked to the colonel who was in charge there, and nothing came of it. I don't remember the conversation, but I just said, "Look, I'm not assigned, I'm waiting for approval of my commission, which was subject to a security clearance. You know, I could do a lot of things around here for you."

But for some reason the orders came through and just sent me to the second phase of basic training, back there for another eight or sixteen weeks. Of course, I didn't do a thing there either. I was the dog robber again.

Then they shipped us all off, when that was over, to what was the hellhole of the army, called Camp Pickett, Virginia. I was only there about a month. When they interviewed me at the battalion headquarters, I had a letter of recommendation from my previous commanding officer--my outstanding skills of doing these various things. So when I got to this warrant officer or sergeant, who was just checking out papers and making up the files, he said, "Oh, you're a lawyer." I said, "Yes." He said, "Wait just a minute," and went in to see a lieutenant colonel who was the battalion commander. He said, "The colonel wants to see you." So I went in, and he said, "You're a lawyer are you?" "Yes." "What did you do in basic?" I told him I trained three or four days and won the stakes test and did legal work and typing and filled out reports and all that. He says, "You're working here now, in headquarters. You'll sleep in the barracks, you'll serve no KP or any guard duty, and you'll work for me," in his office. So that was about as good a deal as you could get.

Judge Advocate General Corps

Glaser: But how did you feel about not having a commission?

Braun: Well, I got the commission in about thirty days, after I arrived at Camp Pickett, Virginia.

Glaser: Because obviously you were qualified to be commissioned.

Braun: Yes, and I finally got the security clearance. So one day I'm a private, and the next day I wake up and I'm a first lieutenant.

Glaser: A first? Not even a second?

Braun: No, no, JAG commissions are always first lieutenants. Then it was a whole new world for me, because the difference between officers and enlisted men, probably not so much today, but then was very, very significant.

And then I was sent to Fort Leonard Wood, which is in Missouri. It's no heaven either, and it was about three hundred miles from St. Joe. I had a car. In fact, it was given to me for my law school graduation, and when I was drafted I think one of my brothers-in-law kept it and used it. So I'd go home with some frequency.

I was a real greenhorn though in trying court martial cases, and the JAG office only handled what we called general court martials; those were the serious ones. They saw me and they said, "Well, here's our pigeon." The biggest case they ever had at Fort Leonard Wood was an accusation that a non-commissioned officer had been abusing the enlisted men, punishing them without cause. And something called company punishment, which is forbidden, where they punish the whole company because one or two people did something wrong. This guy was, I guess, pretty bad, and they charged him with--

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Braun: --nineteen counts of abuse of enlisted men and one count of theft. The claim was that he had stolen one of the privates' dress jackets, what we called the Eisenhower jacket, the short one. They assigned me to defend the case figuring, "Here's a case we can't lose. We've got a kid that's never tried a case in his life before." So I went to work. One weekend I went home and went up into my father's store on the second floor near his office, where there was a typewriter. I sat there for twelve hours and outlined the case and this and that. Then I interviewed a lot of people.

To make a very long story short--first of all it was the longest court martial trial in terms of length they ever had there. Two, everybody was watching; the courtroom was filled every day. When I'd go to the officers' club, all they'd want to talk about was this trial. Well, of course, you know the denouement, I won it. [laughs] So, I think they then put me in the prosecution, I'd be prosecuting cases rather than defending. But I was only there a short time, six to eight weeks.

Glaser: I didn't catch that. You defended the--

Braun: I defended this fellow accused of all this business.

Glaser: And you won?

Braun: I won.

Glaser: That's amazing.

Braun: Yes. Then they sent me to JAG school, and that was a country club vacation. It was at the University of Virginia in Charlottesville. The reason I remember it so vividly is because the day that the Brown versus Board of Education desegregation case was decided by the US Supreme Court--this was summer--all these fraternity-row hot dogs in their seersucker coats and white bucks turned out, and everywhere you went they had black arm bands on. So I remember that quite vividly.

I didn't do a lick of work while I was there and passed with little or no effort. It had good athletic facilities, I learned to play handball. We'd go up to Washington, we'd go to New York, we'd go to Virginia Beach, we'd go to Williamsburg.

Glaser: How long--

Fort Monmouth, New Jersey

Braun: That was for three months. I mean, it was just a picnic. I went home when I finished that course for a week or so. Then I was assigned to Fort Monmouth, New Jersey, which, next to the Presidio, is the best what they call "permanent post" in the United States. Well, I worked hard there--had a lot of cases, and I tried a lot of cases. But still it was near Red Bank, New Jersey, which is less than an hour by train from New York City. We got one afternoon off a week theoretically for PT, physical training. But nobody ever did physical training, so we'd hop on

the train and go up to New York, go see a matinee or a play, or you know, whatever.

IV ASSIGNED TO EUROPE

La Rochelle, France

Braun: And I had some good cases. I guess I arrived there early September, maybe. And then I got orders, and of course everybody's scared to death they're going to be sent to Korea. So talk about having breaks, I get orders that the assignment is to Frankfurt, Germany. But it turns out when I got to Frankfurt they had other orders, and they sent me to La Rochelle, France. The government shipped my car over, hadn't arrived yet. And when I got to La Rochelle, they said, "Oh, by the way, there's no BOQ [Bachelor Officers' Quarters]." I said, "Oh, really?" I wasn't sure how I reacted to that. "So you'll stay at the Hotel de France until you can find an apartment on the local economy," for which I got extra pay.

Glaser: You really had bad duty.

Braun: Yes. I got extra pay, I was single, I had a car, and I really worked. I tried cases, tried three capital cases and won them all. I was then all of twenty-four, maybe.

Glaser: What is a capital case?

Braun: Capital punishment, death. Death by hanging at Fort Leavenworth, Kansas.

Glaser: Were these American soldiers that were being tried?

Braun: These were all three American soldiers.

Glaser: Were they stationed with NATO, or was there--

Braun: No, most of them were from our base. We would get cases from other places in France because not every small enclave had any legal offices.

Glaser: Why were there bases in France at that time?

Braun: Oh, this was under the NATO Status of Forces agreement. I did other work besides court martial work, it was called legal assistance or something. And I got sent to Germany to Langres, which is down there in the Bavarian Alps, not far from Hitler's place up on the hill--

Glaser: "Eagle's Nest," Berchtesgaden?

Braun: Something like that. In any event, so I go to an income tax school down there. One big party after another, women all over the place. I got a lot of trips to Paris and other interesting places in France and some not-so-interesting. I mean, you know, it wasn't pure joy every day but it was a great experience. I tried a couple of hundred cases while I was there. For the last six months, they moved our office to another place ninety miles up the road. You've probably heard of it, Poitiers, because there's a university there. It was a nice, interesting place and I had good duty, tried a lot of cases.

Glaser: I think you had a trip to Israel while you were in France.

Braun: Yes. My parents made their first voyage--I don't know whether they flew over and took the Queen Mary back, or exactly what--but they came. And I got a long leave, because I had taken hardly any leave by then. I met them in Paris and we did Paris. My mother by that time was already lame, so a lot of time--when we went to the Louvre, she didn't even go in, or she'd get out and sit down somewhere.

So we did Paris and we drove on up to Brussels. My father was in World War I, and interestingly enough was trained at Camp Funston, which is right across the road from Fort Riley, Kansas. I don't know what's become of it--probably closed. He was very interested in World War I so we stopped at these military cemeteries. The cemeteries where the Germans were, the grass was overgrown, the stones were knocked over. It was an absolute mess. That's how much the French thought about taking care of the German cemetery. The other cemetery, for British and Americans, was immaculate. We spent some time--again, my mother didn't even get out of the car--it was the historical importance.

In Brussels we hired a driver and a car to take my mother shopping because we were going to take an excursion. I wanted to

go to the Hague, which is where the International Court of Justice sits. I had my car, so my dad and I went up there. I remember passing Rotterdam, and it was still a mass of destruction. It was somewhat shocking. Well, we went to the Hague and we walked around. We went over to the International Court. We had a wonderful lunch, and we got back about the end of the day.

My father had already planned to go to Israel, so we made our way down from Brussels to Heidelberg. My parents, for reasons I need not explain to you, were very uncomfortable all the time we were in Germany. We didn't stay there very long. We stayed overnight in Heidelberg, and I'm not even sure we stayed a second night in Germany. I remember we drove through Munich and both my folks, "We don't want to stop here, even for lunch." But we did stop and we went to one of the beer halls where the Nazis used to meet. I forget what it was called. And we had the typical German lunch: wurst and beer and what have you.

Then we went over the Alps and went to Bologna, which was a hotbed of Communism in Italy at that time and probably still is. We spent a short time there, and then we made our way to Rome, and we spent a few days there. My father got on a TWA Constellation, there were no jets, of course, in those days. And he went to Israel. He was gone I don't know how long, a week or so, ten days maybe, and it was arranged we'd meet him in Zurich, which we did. My mother and I then had gone up and we had quite a leisurely stay in--I'll think of the name of the place. It's not Geneva and it's not Zurich, it's--

Glaser: Lucerne?

Braun: Lucerne. And we picked up my father in Zurich. He was just beside himself with pride and stories. This was 1954 or '55, there was nothing to eat. He sat in a restaurant and at the next table was Ben Gurion and they struck up a conversation. Then he met lots of people, and he had a hired driver and a guide whom I met later when I went. I didn't go on that trip, I was shepherding my mother around.

From Zurich we just drove to Geneva and spent some time there. I think my mother got ill there, got a bad throat. But anyway, we set out and we drove all the way across France. From Geneva to La Rochelle was a long ride, and there were no freeways. They stayed with me in my little apartment. They had my bedroom, which was comfortable, and I slept on a kind of a day bed that was out in the sitting area, the living room, call it what you will. They were there two or three days and I put them on a train. They went back to Paris and I don't know whether they went to London. I'm not sure about their transportation from Paris.

Israel

Braun: But in any event, that was my first exposure, really, with Israel, although the rabbi in La Rochelle with whom I went to Israel later talked to me a great deal about it. Then I went maybe the next year; it might have been '56. We got an automobile ride up to Frankfurt. You just go in and say, "I want to take a plane to Athens." And you wait and you wait and you wait and sooner or later some military plane is going to Athens.

We got a lift on an old DC-3, the door wouldn't even shut. They were carrying dairy products from Denmark to the military people in Greece, because at that time most of the cows in Europe were tubercular. So it was dangerous to drink milk or eat cheese or any dairy products. But this plane ride was something to behold. Because the door wouldn't close, of course the cabin wasn't pressurized.

So we leave Frankfurt and we return to France, we go over the Alps and then we fly down the Alps to the Mediterranean. Then from the Mediterranean we go over to Rome, I think, and gas up. We got to Athens in the middle of the night, I think. We spent a few days there and saw all the major sites, the Parthenon and what have you. Then we just paid TWA and flew to Israel. The airport was a wooden shed. When we got off the plane, there were young women there handing you a glass of orange juice. We had no place to stay but we went to the TWA counter. I said, "Look, we don't have any place to stay."

Glaser: Were you wearing your uniform?

Braun: I think we had to to get free military passes.

Glaser: Oh, sure.

Braun: Even though, of course, we had identification as well. But in any event, we ended up in kind of a second class hotel, with a typical Israeli breakfast of herring and tomatoes and cucumbers and sour cream, and all that stuff. The rabbi took off his uniform and he said, "Jerry, don't tell anybody I'm a rabbi." And I said, "Why not?" He said, "Reform rabbis are not welcome here." So I said, "Okay." We stayed there I don't know how long, a week at least, maybe longer.

We became friendly with one of the desk clerks. We had whiskey with us that we'd brought along. I said, "What time do

you get off?" I forget his name. And he said, "I'll be done at five." I said, "Well, why don't you come up and have a drink with us?" Which he did. We opened the closet, and there's the rabbi's uniform. He looked at it, and he saw the star of David on the lapels, and he said, "Which one of you is the rabbi?" And Chuck, the rabbi, said, "I am, but it's not to be broadcast." He said, "I understand."

There was nothing to eat in those days. Some smoked meats and some kabob of some kind. We were invited to the home of a young woman and her parents at a town called Rishon-le-Zion. This girl was a concert pianist, a young woman. They insisted we stay for dinner, and we really didn't want to because we knew they didn't have the food. What they did is they used their week's ration of eggs and we had eggs and we had cucumbers and we had tomatoes, and maybe we had some wine. There was a big brewery in that city. Maybe we had some beer, I don't remember.

We'd gone out by bus and we returned by bus, and there were armed guards all over the place on the buses. When the people got on they searched you or checked you out or asked for your ID or whatever. Chuck stayed on. He went up and stayed on a kibbutz for a few days and I went back commercial. I didn't try to get a freebie on the way back. I went to Paris and stayed there a couple of days, and I took the train back to La Rochelle because I was still posted there. And that was my first exposure to Israel. Oh, and we were there for Israel Independence Day, and we watched the parade with all their military, such as it was.

Glaser: That must have been very exciting.

Braun: Yes. So I was as enthused as my father was. This is maybe the appropriate entree into the real subject matter--that Israel, coupled with my father's own leadership of the Federation such as it was in St. Joseph--. He was the biggest giver, although there were people of far greater wealth. My family were not wealthy. As the old saying goes, they were comfortable and lived well, but they sacrificed plenty for my education and my sisters' educations. My mother was fussy only about one thing, and that was nice clothes, a fur coat, and jewelry. And my father was as generous as he possibly could be in that department.

As I said, the combination of going to Israel at that time, seeing the beginning of this miracle, and the inspiration of my father. It used to be a joke in the family that when the Federation started its drive, usually in the spring, my father had all the heavy hitter cards. That's the time when my mother would say, "You're father is absolutely impossible. He won't talk to me and he won't talk to half our friends." Because they wouldn't

give him a gift or an adequate gift, and that became kind of a family joke. As I say, I was enthused.

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V MOVE TO SAN FRANCISCO

[Interview 2: March 16, 1994]

Law Firm of Long & Levit

Glaser: I know that you came to San Francisco with a commitment for a legal position, and I assume that this was after your marriage.

Braun: Shortly thereafter, sure.

Glaser: And you married in 1957?

Braun: Correct.

Glaser: For which law firm did you come to San Francisco?

Braun: The firm was Long & Levit.

Glaser: What sort of legal affairs did you cover?

Braun: General litigation.

Glaser: Is that what you do now also?

Braun: No, I'm a specialist now.

Glaser: In what?

Braun: In appellate law and as an expert witness in various kinds of cases.

Glaser: What was San Francisco like when you got here, contrasted to what it is today?

Braun: Well, it was a totally different place. I wouldn't know where to start with the contrast, but it was the kind of San Francisco Herb Caen talks about when he refers to the "good ole days" in San Francisco. There weren't all the high-rise buildings we have now. I think the building we're in [Russ Building] was then the tallest building in town. There were some very good restaurants even then. There was little of the crime, homeless, and narcotics problems of any scale compared to what we face today. It was a much more benign place to live, benign yet exciting.

Glaser: And how did you get involved with the Federation?

Braun: Well, I'm going to tell you a story and whether you want to put this in the oral history or not I don't know, because it could be embarrassing for somebody. But you're going to do the editing of course.

Glaser: Well, you'll review it, too.

Braun: Shortly after I went to work at Long & Levit, I wanted to get involved in the Federation. I think I mentioned it in our last interview, that I received this kind of inspiration from my parents, and in particular my father.

One of my very first cases was with Jesse Feldman and I called him and said, "Do you know anything about the Jewish Federation?" He laughed and said, "Yes, I know quite a bit about it." I said, "Well I'm a newcomer as you know. How would I go about getting involved?" He said, "Well, call the captain of the lawyers' group."

So I called him and gave him my name and a little something about me and where I was and what I was doing. I said I was very much interested in getting involved and making a gift. He said, "Well, let me take your name and address and phone number and I'll call you back." Well, I never heard back from him or anybody else. As I said, I'm not sure that you want to put that incident in, but that's true. Ultimately, I think, Jesse Feldman became the captain the next year of the lawyers' group. He called me, or at least we talked, and he asked me if I wanted to be on his team. I said, "Of course," and from then on it was just, you know, up the ladder.

Jefferson Peyser

Glaser: Where does Jefferson Peyser come into your story?

Braun: I left Long & Levit about eighteen months after I started there. There were reasons for leaving that are not important to this. And so I scouted around and somehow I heard that Jefferson Peyser, who was then a prominent political and legal person in the state (he was the lobbyist for the California Wine Institute), needed a young lawyer to do the pick and shovel work in his office since he was in Sacramento so much. So I interviewed with him and he made me a good offer. Because I was so anxious to make a change, I accepted. I stayed with him for three years.

We opened this place [Farella, Braun & Martel] on February 1, 1962. [tape interruption]

We celebrated our thirtieth anniversary, of course, in 1992. There were three of us when we started. The firm now has eighty-five lawyers and several hundred employees of various kinds. So this story in itself is quite interesting. As I've indicated to you, it's substantially written up in the firm history, which I generated--paid for and gave to the firm as a present.¹

Glaser: In working with Mr. Peyser, did he serve as a mentor for your subsequent activities in the Jewish community?

Braun: No, in fact he was alienated from the Federation, over an incident that, again, is too trivial to go into here. But he felt he'd been snubbed. He was a very sensitive man. He was very active in other things, like the Anti-Defamation League, the American Jewish Committee, the Jewish Home for the Aged, and Israel Bonds, I believe, to some degree. But as I said, he felt he'd been slighted by the important leadership at that time, which of course at that time was the Haas family and Dan Koshland, the Swigs, and several others. He's now deceased.

Glaser: Did somebody other than Mr. Peyser serve as a mentor to you?

Braun: Well, Mr. Peyser was gone a great deal. One of the reasons I think he hired me is he saw in me a self-starter who could function pretty much on his own. If I needed help I could get in touch with him. Even though I was from another place, I knew a lot of people in town, lawyers that I could call on and say, "What about this? How do I handle that?" So he relied on me a great deal and I called on him very little. I mean, anything he wanted to see of course he saw.

Glaser: Was your first community activity with the Jewish Community Center?

¹Farella, Braun & Martel, 1962-1992, a Biography, San Francisco, 1992, pp. 66.

Braun: Well, let me back up, I left out an important ingredient here. Mr. Peyser did have something to do with me becoming involved. There was a story in the Jewish Bulletin that some of the prominent younger men, like Robert Lurie, William Coblentz, and several others whose names escape me at the moment, were going to form some kind of a group to interest other young up-and-coming business and professional people in the Federation. So they had a series of meetings in the homes of these various sponsors, so to speak.

That was really how I first became involved other than just as a campaign worker. In all fairness to Mr. Peyser I have to say that he got me into that, because not just anyone was invited. He was at least close enough to the Federation that he could call Sanford Treguboff, who was then the executive vice president or executive director, and give me a big boost. Treg said, "Sure, we're always looking for interested people." So that's an important ingredient which should not be left out.

VI INVOLVEMENT IN FEDERATION AGENCIES

United Jewish Community Centers, President, 1972-1974

Glaser: Then your first agency activity was with the Jewish Community Center?

Braun: I believe so. I believe I went on the board of the San Francisco Center at 3200 California. I made my wishes known at some point that I would like to then move up to the umbrella board for what became the United Jewish Community Centers. I went on that board and served for a good many years and became president. I can't tell you how many years.

Glaser: I show the years of 1972-74 for your presidency.

Braun: I got here in '57, I don't know when I went on the board.

Glaser: I have '62-65.

Braun: That sounds right.

Glaser: Why did you choose the Center?

Braun: I can't give you an honest answer, except I had some interest in it. Or perhaps someone like Jesse Feldman, who was also active in the Center, someone else who I'd gotten to know, encouraged me to do so.

I think another explanation is the leadership program. That was part of the package. When the sessions or training or call it what you will, were concluded, each person should have asked to go on a specific agency that interested him or--I won't say "her;" those were still the chauvinist days. There were no women in this

program; women had their own division. I believe I must have asked for the Centers.

Glaser: Was there any problem that you had to face when you were on the board and then president? Did the Centers have any--

Braun: Remember, I was not president of the San Francisco Center. I was on its board only, and then I moved up to the United Jewish Community Center board, and we had our share of problems. We had labor troubles, we had a near drowning in the swimming pool. The young person suffered severe and permanent brain damage. Even though we were insured, it obviously caused a great deal of consternation about supervision and lifeguarding and safety and all that sort of thing. And there were a host of other problems, including personnel. There were so many I really can't recall them. There was something all the time.

Glaser: I'm sure.

Braun: And of course we had terrible funding problems, budget problems. The UJCC had no capital. None of the individual Centers had any capital or endowment funds, and so they--if you'll pardon the expression that lawyers use sometimes--they ate what they killed. That is to say, dues and an occasional government grant for some special program, plus what the Federation gave them. And that was a yearly struggle. We used to go down and present a budget and argue with them about why we need more money. That's still going on today.

Glaser: Did you get Community Chest funding?

Braun: Yes, I believe we did. It may have come funneled through the Federation.

Jewish Family Service Agency

Glaser: Then you went on to the Jewish Family Service Agency.

Braun: Yes, only briefly. Melvin Swig called me and asked me if I wanted to go on the board. He was then secretary, I think. By that time I was enough involved with the Federation. I assume they figured he was the right person to make the call. He also was a very persuasive man, very difficult to say no to. I originally did say no. I was just a young lawyer starting out, even then working twelve, fourteen hours a day, six, seven days a week sometimes. And I had some of these other things going. But ultimately I gave



Peter Haas (left) presenting the Lloyd W. Dinkelspiel Award to Jerome Braun, December, 1967.

in and I went on the board. I don't think I served very long, two years at the most. For whatever reason, I did not aspire to higher office.

Glaser: You didn't enjoy working with that group?

Braun: I can't say I didn't enjoy it. It just wasn't my cup of tea. They provide a wonderful service and they had a good director, Dr. David Crystal, who I believe is now deceased.

Jewish Home for the Aged

Glaser: But the same year that you were on the Family Service Agency you were on the legal committee for the Jewish Home for the Aged. That overlapped. Was that difficult, to have the overlapping?

Braun: I don't think so. I don't believe we had that much responsibility. Occasionally something would come up, and they'd either ask the committee or they'd ask me as an individual to look into something or give the board a report. If I'm not mistaken, Sam Fendel--I don't know whether that name has come up in any of your interviews. He actually was a subtenant of ours over at 333 Pine Street where our original offices were. Sam was active in the Home as well as some of the defense agencies. He and Jeff Peyser were good friends. I believe it was Sam Fendel who got me involved in the Home and certainly on the legal committee.

Glaser: And then you went on to the board itself, in the early '70s.

Braun: Yes, whatever the record reveals.

Glaser: Right, 1971-73. Did the Home have any problems at that time that you had to handle?

Braun: Well, nothing like this. They had a fabulous executive director, Sidney Friedman. He was very, very good and very, very efficient. He dealt with the board well. The funding was always their problem, but they had endowment funds and they had a big endowment program.

VII FEDERATION RESPONSIBILITIES

Fundraising

Glaser: I assume within the Federation itself, aside from the agencies, your activities began with fundraising.

Braun: Yes.

Glaser: What were your duties and responsibilities with fundraising?

Braun: Well, you're one of the troops, so to speak, which is what I started out as, as a worker in the attorneys' division. Ultimately I rose up the ranks there and became vice chair and then chairman of the attorneys' division. I don't have the dates in mind. But basically it wasn't a social event by any means. There were a few kinds of social events but they were for purposes of fundraising.

And so basically you were given a packet of cards and you either selected the ones you want where you thought you could be effective, or the ones that weren't asked for were just parcelled out. And we went out, went around and made solicitations. The cardinal rule was never solicit on the phone; have a face-to-face solicitation. I think that's still the cardinal rule.

Glaser: Did you go one-on-one or two-on-one?

Braun: It wasn't until much later when talking to people with the big money would you ever go two-on-one.

Glaser: What do you think is the best way of fundraising?

Braun: There is no one way. The Federation, the UJA, are as good at it as anyone. The reason is they had a product to sell. Pardon me

for putting it that way; it makes it sound very commercial. But the story was always Israel and it was always local needs and national needs and overseas needs. Not just in Israel but the Jews that were getting out of Russia. There weren't a great many, but the Joint Distribution Committee was involved in that. We always had a good story to tell.

Glaser: Does the Women's Division bring in enough money to merit its being in existence?

Braun: Well, absolutely. The Women's Division was good even when I started out, but it's grown into an extraordinarily fine division. In the beginning they were sensitive about a lot of things. I think they thought maybe they were thought of as second class, and then the question came up about whether the Women's Division gifts counted as part of the general fundraising effort. I remember that being an issue. Of course it obviously got resolved.

Glaser: In 1965 you were on the campaign speaker's bureau. Would you describe that?

Braun: Yes. The Federation was always looking for lawyers and others who were able to talk on their feet. Even though I was a young man, I think people saw that quality in me. We received some training but then what we'd do is go around to the agencies or the synagogues. I've spoken in a million places over the years.

In the synagogues, for instance, one week would be called Federation Week as part of the Friday night service or the Saturday morning service. The Federation would be on the program, so to speak, worked into the service. Then we'd go to the board meetings of the JCC or the Home or here or there, make a pitch, kind of a collective pitch, because you're really soliciting everybody in the room but not by name.

Lloyd W. Dinkelspiel Memorial Award, 1967

Glaser: You got the Lloyd W. Dinkelspiel Memorial Award in 1967.

Braun: Yes. I received that award in 1967. I was never more amazed at anything in my life. My father was absolutely ecstatic, as was my family and some of my close friends. I was only the second person to have received it. The first recipient kind of dropped out of Federation life.

Glaser: What did you do that brought you this honor?

Braun: Just a straight chronology, I could say. Before I received the award, there are the things I had done. I had already been captain of the legal division. The legal division was then part of what was then called the--

Glaser: Is that the Business and Professional Division?

Braun: B and P, Business and Professions. I did an awful lot of work in that connection, plus the board memberships and the speaking and the solicitations and all. That's what comes to mind. The only way I can really be sure is if we went back, whether there's anything in the Federation records. It wouldn't necessarily be in the minutes, because the process has changed. Today they get the past award winners together to pick the next honoree. There was none, so I guess it was either a committee of the board, the entire board, or I don't know who. Somebody made that choice. So really, I guess, the only answer I could give you is you'll just have to go back over your notes and chronologies and see what I had done up until that time. I had also gone on my first mission to Israel, if I'm not mistaken.

Budget Study Committee

Glaser: Yes, in 1966 you went on a mission. I want to discuss missions in a separate issue.

In 1966 you were on the budget study committee.

Braun: That's correct. At that time there were two separate committees: one was called budget and one was called social planning. I was the vice chair of the budget committee and then I served as chair. I think people were impressed by the--You see, the budget committee broke down into subgroups, some dealing with certain kinds of issues, some dealing with other issues, and so forth. And I made every meeting of every group, plus, of course, the full meetings of the budget committee.

I remember when my term was up--yes, that would have been the occasion for giving you the gold watch and the usual bizazz. Going to all those meetings, you could appreciate, took a great deal of time and preparation. I wrote a poem--I wrote the poem myself. I said I got home one night late from one of these meetings. There was this piece of paper on my pillow which my wife had written. It was a poem and I read it to them and broke up the place. I can't remember what it said. I, of course, don't have a copy of it.

Glaser: But you had actually written it yourself?

Braun: Yes. It left everyone with a good feeling and it made me feel good.

UJA Young Leadership Cabinet

Glaser: As a result of getting the Dinkelspiel Award, did that place you on the United Jewish Appeal Young Leadership Cabinet?

Braun: No, there's no connection except the Young Leadership Cabinet was looking for leaders, so I was a natural just by virtue of receiving the Dinkelspiel Award. I was also pretty active then, going to the general assemblies of the Council of Jewish Federations and Welfare Funds.

In fact that was part of the Dinkelspiel prize, a trip to the General Assembly; GA, they called it. A fellow, interestingly enough, called me yesterday, Leonard Bell, who was very active. He might have been the president of the UJA Leadership Cabinet. He singled me out and they recruited me. I was easy.

Glaser: Tell me about that cabinet.

Braun: Well, that's a remarkable group of very committed young people whose giving records were impressive, whether they were rich or poor. They gave to the hilt. I was giving to the hilt, actually beyond our means in a sense. We had a couple of meetings a year, one in the east and one in Palm Springs. We organized missions and we were trained even further on fundraising. And they always had someone prominent at our meetings. Rabbi Herbert Friedman, who was then the head of the UJA, would come. He was a very, very inspirational speaker. We put on wonderful programs, and they were by and large a wonderful group of guys.

Glaser: Aside from the fundraising aspect, was there the feeling of being groomed for higher positions within the Federation?

Braun: Yes, because it increased our visibility both locally and nationally and we were used as speakers and solicitors by both our own Federation and others nationwide.

Campaign Chairman. 1971##

Glaser: Would you please discuss your campaign chairmanship in 1971?

Braun: Yes. I'm very pleased to, because it happens to be one of the things I'm most proud of. I had been the vice campaign chair the year before, under the late Donald Pritzker. And of course it was my turn to move up. Actually I did a great deal of work in his campaign because he was a busy businessman.

Glaser: Was he ill at that point?

Braun: No, he just dropped dead of a heart attack while playing tennis.

So I was well-prepared and I met with the Federation staff. I said, "Okay, folks, it's a new ball game. You've been doing business around here the same old way for years, you've been raising about the same amount of money, give or take a few." I said, "Our campaign goal is to double, from three million to six million. If you folks don't subscribe to that or don't feel you can put in the effort that's required, which will be a great deal, then I suggest you either replace me or you find something else to do in the Federation, but not to get involved in the campaign." Well, you know how that worked out. We had a spectacular campaign, the keys to which were we not only got big gifts first but with multiples of two and three.

Glaser: How did you do that?

Braun: I'll tell you how. I made the first gift. I'd given five thousand dollars the year before and I pledged fifteen thousand, triple. My advance gifts chairman was Nathan J. Friedman, and I think he doubled or tripled, and we just kind of went down the line.

Then I had a nice sheet that I could show to the heavy hitters; I went down to see Walter Haas, Sr., and Dan Koshland. I told them the story of the campaign and it was a slightly different story. There was something very threatening to Israel going on at the time. I frankly do not recall. I just went in and I said, "Walter, look, this is the kind of campaign we're running. We're asking for multiples. We want to double what we've raised. You're a major contributor and it would be nice if you could follow the pattern already set by the other people like me and others, even though the sums are substantially less than what you give."

So he did, he doubled his gift, and that was a big sum of money. He said, "I ask only one favor of you." I said, "What's that?" He said, "Don't let this get out in the community. I don't want United Way and these other causes that I support, including UC Berkeley, I wouldn't want it well-known that I'm giving at that level."

And I walked right across the hall. I had an appointment with Dan Koshland, who was sitting there. We went through pretty much the same routine. He was the most gracious and generous man. He said, "I can't tell you how happy I am, someone taking over who's going to do things differently."

Then for the first time we held a retreat at the place in Pacific Grove.

Glaser: Asilomar?

Braun: Asilomar.

By that time, we put together the campaign cabinet and the leadership and it was almost an order, a mandatory thing, you must attend with your spouses. We did that. I brought up Irwin Field from Los Angeles to speak to the group, to help with some solicitation. You may or may not have heard of that name, but he reached the pinnacle when he was the national campaign chair for the United Jewish Appeal. He made a big impression on everybody, and we just started picking them off, just like picking cherries. And then we got tremendous increases from everybody.

The Bulletin was most cooperative. They wrote a front page piece every week after that about what's going on, how the campaign is going, goals we've set, and whether we were going to meet or exceed it.

Glaser: Did you select your campaign cabinet, or was that already selected for you?

Braun: No, I basically selected it with the help of the staff. I mentioned in one of the earlier sessions that the Women's Division always felt like Saturday's child. And I brought them into the process considerably more. Then of course I was speaking every day, sometimes twice a day, at various places.

Glaser: How could you do that when you were so busy with your law firm?

Braun: That's something I never wanted my partners to know, but I just did it. I practiced law eight, ten hours a day and doing this other stuff. I was a young man then. I had the energy then. So

I don't know, you may want to know some more about the campaign, but those were the highlights. We had our goal, we doubled the previous year's contributions.

I think Franny Green succeeded me, and she achieved the same thing with the kind of methods and techniques that we had developed in my campaign. And I think she even raised a few more dollars. So that's about all I can think of off the top of my head, unless there's something specific you'd like to know.

Jewish Community Bulletin

Glaser: In 1970 you were on a special Bulletin committee.

Braun: Yes, that was not a particularly pleasant experience. It had to do with disengaging the then-editor and hiring a new one.

Glaser: Oh, is that when Geoffrey Fisher came on board?

Braun: I think so. I can't be sure of the problem because we had another meeting later when I was president in '79 and '80, or in '80 and '81, for the same purpose. Geoffrey was to be disengaged, and we interviewed several people and picked another one. The man is still there.

VIII ISRAEL

A Refuge

Glaser: You were very active in things having to do with Israel. What was your attitude toward Israel?

Braun: Well, it was the attitude shared by probably the majority of American Jews that Israel had to survive, had to become a Jewish homeland, had to rescue and be a sanctuary for the refugees and emigres, the people coming in. I sometimes whispered in Brian Lurie's ear, "What is Madison Avenue going to invent this year for a crisis?" Well, they didn't invent them, they just were happening. I was deeply committed.

You go there, of course, and you see what they did. They took a desert and made a blooming garden out of it, a blooming orchard, plus all the construction. And my attitude was very, very positive. In fact, as I reflect on it, I wonder if it was the healthiest of all attitudes because attitudes now have changed, as you may be aware. Maybe your own has. Of course Israel in part precipitated the change. That fool who said, "We really don't need American charity anymore." That didn't sit so well with some folks, a lot of folks. At that time, if something happened that made Israel look bad we were, quite frankly, all of us making excuses and rationalizing. I think times are different now.

Missions

Glaser: You've been involved with missions.

Braun: Yes.

Glaser: Are they as effective as everybody says?

Braun: I haven't been on one recently, but they certainly were effective the many times that I went before. I went on the first, I guess it was subvented.

Glaser: Was that in '70? You led the first Operation Israel. Was that the one?

Braun: I thought it was before that, because I got the leadership award in '66, and I think I'd been on a San Francisco mission. It may not appear in here, but the USA mission wasn't a Federation mission. This was a country-wide mission of selected leaders.

Glaser: I see. Yes, I have that you went on a mission in 1966.

Braun: That's it. It was a Federation mission.

Glaser: And then in 1970 you led the first Operation Israel.

Braun: I think between '66 and '70 we decided that it became imperative to get people over there. It was the only way you were going to get people turned on and increase the giving. I don't recall the details of organizing that mission, but I remember the mission. Oh, I do, it's coming back to me. That was the year that everybody on the trip tripled their gift.

And Rabbi Herbert Friedman, when we had a meeting of the group, asked each community what we were doing. I said, "Well, Herb, I'm very proud to report to you that everybody on our group"--I think there were ten, and I remember half of them. We had Larry Myers, we had Bill Lowenberg, we had Paul Boas, Jack Slobodin. Perhaps Art Zimmerman with his son or Jerry Zones who was with his son.

Coming back to the meeting, I reported on our spectacular success, because that's what it was. It was better than any other community in North America. He said, "Well Jerry, why don't you share with us your secret." I said, "It's very simple. It can be reduced to one sentence. 'Leaders lead'." I said it several times. "Leaders lead. They set the example by giving, by going on these missions, and doing the hard work. Whether it's speech making of high quality in front of particular audiences and dinners, or whether it's the pick and shovel work. Just get in there and dig it, push it." He said, "Well, I trust the rest of the group here will learn from that." That was kind of a high point.



Jerome I. Braun, Arthur Zimmerman, Laurence E. Myers, and William J. Lowenberg on the occasion of a post-Israeli Retreat Mission, 1970.

Glaser: Would you think on the lower level of giving this can be an involvement that might lead to bigger things?

Braun: Well, of course. Of course.

Glaser: And that's necessary, too.

Braun: Well, Larry Myers and Bill Lowenberg are two great examples.

Glaser: In what way?

Braun: Well, in the sense that they were my people, those were some of the people I brought into the fold. They initially felt they were outsiders and thought of themselves as outsiders. And there are many others: Ron Kaufman, he wasn't on that mission. But that was part of the Braun philosophy. We've got to open this thing up, we've got to get more people involved, we've got to get more solicitors, we've got to raise more money; there's plenty of it out there.

Glaser: The difficulty is tapping it.

Braun: That's it.

War With Lebanon

Glaser: About the Lebanese war, what was the impact on this community?

Braun: What year was that?

Glaser: That was 1982.

Braun: I'll tell you what I remember. It had quite an impact, and it was divisive. I remember there was an advance gifts dinner in the Captain's room of Trader Vic's, I think it was. I can't recall the speaker; it was an outside speaker, someone of the caliber of Herb Friedman. He got up and told the story and Stuart Moldaw, who has always been a generous contributor, asked to speak. He said, "All of you know I'm a staunch supporter of Israel, but what they did was wrong. I will try not to let it influence my pledge this year, but I want to declare that that was not in keeping with what all of us thought the morality and the ethics were of the Israelis." Something along that line. He spoke very persuasively.

Glaser: Was he a leader in opposition? Did others follow him?

Braun: I don't really know. I don't have names, I don't have statistics, I don't even know that I had them then. I know they ran another good campaign. Again, that's why I said my campaign chairmanship is a source of such great pleasure to me. It's kind of immodest to say so, but it blazed the trail. I showed them how to do it, and then they started following with my ideas and then enlarged on them, improved on them, the mechanisms, what have you.

IX FEDERATION EXECUTIVE DIRECTOR

Hiring Brian Lurie

Glaser: Let's talk about the hiring of Brian Lurie in 1974.

Braun: That's a very delicate matter, I hope you understand that now. But I'll tell you the unvarnished truth. Louis Weintraub was the assistant executive under Sanford Treguboff. Treg, as we used to call him, retired and Lou moved up to the top executive position. There was a great deal of dissatisfaction, particularly amongst the leadership group that was extremely critical of Lou. I remember walking on the street one day with Mel Swig and Bob Sinton and they said, "Lou has got to go." Well, I forget what year. Brian was hired as kind of an assistant director or something, and he and Lou Weintraub were at dagger's point all the time.

Glaser: Were you involved in bringing Brian in?

Braun: Yes. And that story goes something like this. Again, I don't have the date in mind. It shouldn't be too hard to approximate. Jesse Feldman, Bill Lowenberg, and I had a lunch over at the Commercial Club. We talked about Brian, we talked about the community's dissatisfaction with Louis Weintraub.

So Jesse, I believe, called Brian who was then with the UJA New York, I believe. He said, "Why don't you come out and pay us a visit?" I remember going to Jesse's apartment--it was then at 1200 California Street where they lived. Brian was there, Larry and Bill and I were there. There might have been a couple of other people, I don't recall.

We just sat around and shmoozed and talked about things. Again, I forget the details of the process, but Brian was hired.

You stop me when you've heard enough of this story. He came in and, as I said, he and Lou Weintraub did not get along. It was disrupting Federation operations in a variety of ways and affecting morale.

So maybe we had another lunch, maybe this was all at the same lunch, maybe Jesse invited Brian out before the three of us had our talk. But Jesse then said, "Look, I am going to call a meeting, a private meeting of selected people." I believe there were about seven of us, because we became known as the infamous San Francisco Seven. Dick Goldman was there, Jesse was there, I was there, Lowenberg was there, Myers was there, several other people from the inner sanctum, if you will.¹ We all decided that Lou Weintraub had to go and Brian should take over.

It came up at the end of one of the Board meetings shortly thereafter at which the board was going to meet in executive session, which meant that Brian and Lou would have to leave the room. And there was a presentation made. This was not during my presidency, this was during poor Franny Green's presidency. She was one of Lou's few supporters among the inner core.

Jesse made the proposal, and Franny was very much pushed out of shape. Her brother Lloyd [Dinkelspiel] was then alive. He got up and spoke about the high handed way in which it had been handled by the infamous San Francisco Seven, "without consulting my sister," and so forth and so on. But I think the coup de grace was when Walter Haas got up and said, "Look, these things happen in organizations. I'm in support of the resolution." That meant it was going to pass. That was his stature. And that's what happened. Lou may have stayed on as a consultant for a while, I'm not sure, but that's what happened. It wasn't very pleasant particularly, that meeting.

Glaser: No, but I think that it's true that that does go on in organizations. It goes on in synagogues, and it goes on in many places.

Braun: There can be no doubt what an improvement it was for the Federation and for the community since Brian's record speaks for itself. His advancement speaks for itself. I'm proud of that, although I wasn't the shaker and mover. Jesse Feldman was the guy who got the ball rolling; he's entitled to a lot of credit.

¹The other members of the group were Mel Swig and Douglas Heller.

Relationship With United Jewish Appeal and Jewish Agency

Glaser: In 1984, this Federation went on the war path with the UJA and the Jewish Agency, seeking reform.

Braun: That was Brian's work.

Glaser: Would you talk about that in detail?

Braun: Well, again, I'm somewhat vague about it. We were giving a substantial sum, the largest single share of our campaign, to UJA and we had little or nothing to say about how those funds were allocated. How much went to HIAS and how much went to JDC [Joint Distribution Committee], how much went to UIA [United Israel Appeal], and what UIA was doing with the money.

So Brian came up with the idea that, in connection with the allocations process, we were going to decide for ourselves (I think it was \$100,000) what that money was going to be used for in Israel. We opened a branch office there, someone on part-time-- I'm assuming that office is still in operation.

A program was worked out--I wasn't too active in it--about where these funds would go. And that precipitated a summit meeting that I shall never forget. It was a breakfast meeting one morning when the then-head of the UJA, the lay head, Gerald Hoffberger of Baltimore, a very wealthy man, very influential--. He'd previously been president of the Council of Jewish Federations and Welfare Funds, he was a powerhouse. He was there. Max Fisher, who was the dean of the deans, was there, and then the usual San Francisco Federation insiders.

We had a real shootout, that's about the only thing I know. Hoffberger was furious, and, as I recall, Jesse Feldman tried to smooth the waters a little bit, not with any great success. Hoffberger was a tough guy, he was really tough. And I don't recall how the meeting ended. No one left smiling.

Glaser: I think the Swig family at that point gave a very large sum of money to show how in earnest this Federation was.

Braun: Yes, I don't recall that, but I'm not surprised. Because clearly we must have had Melvin on board.

Glaser: And then other Federations in the country followed suit, didn't they?

Braun: Yes, and of course that infuriated UJA more.

Glaser: But then didn't the UJA bring about some reforms and the Jewish Agency also?

Braun: Right.

Glaser: Had you been involved with that at all?

Braun: Not really. I had my chance to go national, as we call it, with the Council and the UJA, but I had put in all this time, there were all those years. We were still a budding law firm, and so I turned down the national opportunities so I could go back to work.

I still was involved; the capital funds advance gifts campaign, Peter Haas was chair and I was vice chair. And I'd been through a lot of budgeting stuff with all those meetings and social planning and all those things. I won't say I burned out but I figured, well, I'd better get back into the store or there won't be any more time or money left for me to do anything.

Glaser: Were you involved in Project Renewal at all and in the selection of the town?

Braun: Well, by that time I supported it of course, but I didn't--. I think they had a special mission, I didn't go on that, although I had seen the town that we selected. Was it Kiryat Shmona?

Glaser: That was the second one. Tel Hanan was the first.

Braun: Tel Hanan, yes. I think it was Annette Dobbs's leadership there that got that thing going.

X FEDERATION PRESIDENT, 1979-1980

Goals and Problems

Glaser: Let's talk about your presidency, 1979 and 1980. What were your goals when you took office?

Braun: One of my earlier pledges, commitments, to myself was, "We're going to open this thing up more and more and more and more. We're going to bring in people who haven't been involved." Phyllis Cook would be an example.

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Braun: She was already in the inner core. In fact, by the time I had become president I think Phyllis was already involved in capital funds, as an employee of the Federation. But she's a good example of someone, a woman from Idaho, few or little connections here, had a Jewish heart and wanted to do things.

One of my major goals was to keep bringing in new people, keep emphasizing this is not a closed corporation. "Come, we want you to work, we want you to give, we want you to solicit." After the Asilomar affair then we started having retreats up at Silverado. I was president for the first Silverado affair, and those proved to be very good, very stimulating. The usual leaders were there, but we reached out and got other people involved. The weekend was quite inspirational, great speakers. I remember the first one, when I was the president, they had brought a rabbi, Harold Shulweiss.

Glaser: Oh, he's a great speaker.

Braun: Yes, yes, he is. And Silverado, I don't know whether it still goes on or whether they put something in its place. I keep

getting notices of board retreats, and I don't know whether that's in lieu of Silverado or in addition to it. I just don't know because I'm fairly well removed from things now. What information I get I get from Larry Myers and when I see Brian or talk to him. Wayne Feinstein and I have been trying to get together for lunch ever since he arrived here; we haven't done it yet.

Well, Doug Heller, of course, in the end was no outsider. I reckon his family was in that closed social group, but I got Doug involved.

Glaser: How did you do that?

Braun: I don't know. But I got him involved, and I got him on the UJA Young Leadership Cabinet. In fact, we went back to a meeting in upstate New York. I remember we flew our first 747 flight; each one of us had never been on one, to give you some idea how long ago that was. There's all kinds of names, they just don't readily come to mind. My major goal was again to follow my own cliché: "Leaders lead." You've got to set the example of giving, you've got to set the example of commitment and all the things that make for a strong Federation. By and large that's succeeded.

Glaser: Was there anything that you did differently with the constituent agencies?

Braun: Well, there's always a tug-of-war. There were always a couple of problems. We had nothing but trouble with the Hebrew Academy during my presidency. They tried to sue, or they in fact did sue.

Glaser: I think they sued before you were president, when Jesse Feldman was president. In 1973, the Federation was sued by the Hebrew Academy.

Braun: Apparently, we've come to some terms with Rabbi Lipner. I think we went out of our way. I think maybe we allocated them money from the endowment fund to build a new facility, I'm not quite sure. During my time I was really up front. Dr. Lipner was a thorn in our side. But it also proved something, and that's the value of persistence. God knows he was persistent, and he got his way on some things.

I remember we had a meeting when the Federation was over on Sutter Street. The meeting was essentially devoted, except for some routine stuff, to the Hebrew Academy. I remember everybody was jumpy, everybody wanted to talk, and everybody wanted to repeat themselves and dominate the conversation. I don't know how big the board was then. There must have been forty or more people in the room.

I said, "Okay, folks, listen. I don't have a lot of skills, but one of them is as a parliamentarian. We're not going to have this rabble and undisciplined mob trying to debate a question. Anybody who wants to leave, leave now. We're locking the door, and we're not leaving until we're done with this discussion in an orderly way. Everybody has their say. We'll just go around the table, and once we've gone around the table anybody who wants to add something, add something. If you've got a new idea, add it but don't repeat yourself." I think we stayed until four o'clock.

Glaser: Really! Four o'clock in the morning?

Braun: No, in the afternoon. It was a noon meeting. So that's a bit of folklore.

Glaser: Anything else about other agencies?

Braun: Oh, well the Centers, as to which I could have had a conflict because of my prior involvement. They were always, always short-funded. I did all I could for them, but I didn't lobby or bring any undue pressure. By that time, of course, I was president, I could go to any presentation I wanted. I didn't have to go, the chairman of the budget committee had to go. Somewhere along the line, budget and social planning merged.

The Centers were always a problem. Then we'd get requests. I wouldn't call them ersatz, but they were just kind of off the beaten track. It might have been in the early days, for instance, a Traveling Jewish Theater, or what's the one that's involved in books, Rackie Newman was particularly interested in that.

Glaser: Jewish Book Month?

Braun: No, it's the name of an institution. It escapes me but I believe it's Lehrhaus Judaica. A lot of those people now are getting some funding.

Glaser: Some of the agencies now have their own fundraising operations. Back in the '70s and '80s that was not permitted, was it?

Braun: You would not like my views on this subject, but I'm going to give them to you. It's another one of these fairly delicate matters. I was unalterably opposed to supplemental fundraising, as it was then called: solicitation, banquets, dinner, bingo parties--I think we made an exception for the bingo parties for the Center. But I was unalterably opposed to this extra fundraising effort because it is repugnant to the notion of Federation giving.

Unfortunately, it turned out that for several of our major donors--the Swigs, the Haases, Madeleine Haas Russell, I can't recall who else--Hebrew University was one of their pets. Brian and I talked about this a dozen times. I said, "Brian, we've got to put a stop to this." Our bylaws were quite clear. "We're going to have to stop this private fundraising." I forget what the phrase was: supplemental fundraising by people who we were giving money to. We gave money to Hebrew University.

Brian said, "Jerry, you want to get Mel Swig and Walter Haas and Madeleine Russell mad at you?" I said, "I sure don't." They probably collectively constituted about--it might have been as much as 20 percent of the total campaign, a big number, don't hold me to that.

The way it worked then was requests would come to the executive committee, which I chaired, and I voted negatively most every time. I think on most of those votes I prevailed. Then my term was up. And then suddenly in the last ten years every local agency has a major splash fundraiser.

Shortly after my term was up as president, I wrote a paper, gave it a lot of thought. I showed the paper to Brian and I said, "Brian, I'm going to send up my thoughts on many of the things you and I have talked about. Here's what the rules are to me." It was a pretty good piece of work. I wish I'd saved it; I have no idea where it is.

So I was over there for something one day, I had to go see Brian about something else. I said, "Brian, what about my memo on supplemental fundraising?" "Jerry," he said, "you and I have hardly ever had any differences or disagreements, but here is the place for your paper and here's what's going to happen to it." He dropped it in the wastebasket. I mouthed off about it all the time, and he said, "Well, it's a lost cause." I would say that was my only major disagreement with Brian as president.

Glaser: That was not a very tactful way of handling it.

The Lurie Divorce

Braun: Oh, don't forget we were very good friends. You know, I went through his separation and divorce, I was a witness to that. I was in a meeting with him when Mimi Lurie walked in and said, "Brian, I need to talk to you right away." So I just said, "Okay, I'll go next door and talk to Mike Papo." I'm sitting there (I don't know

that you want to put this in either) and Mike and I shmoozed about Federation business. Not even thirty or forty minutes later, Brian came in white as a sheet and said, "I got something big going on in here, Jerry. I'll be in touch with you later."

It wasn't much later that Jesse Feldman called. He said, "Brian Lurie has asked me to give you the following report. He is too upset and embarrassed to call you himself." Then he went through the whole business where Mimi and Peter Haas met on a mission and Brian was busy doing all the things an executive does. They got to be very chummy and friendly; they came back and one thing led to another. I remember Jesse saying, "Well, Jerry, Mimi has said she's moving out this afternoon and she and Peter Haas are taking an apartment together."

I said, "Well, I must say I'm shocked, but I don't think it will be anywhere near the shock that will ripple through the community." And so I got Brian a lawyer because, I said, "You know, we don't want to turn this into a really big legal battle." A lawyer friend of mine represented Brian and Peter resigned from the executive committee.

[tape interruption--fire truck noise]

Glaser: We were talking about problems you had to deal with.

Braun: Well that was a problem. There was a problem of getting a new Bulletin president, there was the Hebrew Academy then, before and god knows how long.

This is not a problem: and I had the good fortune to get a telegram from the White House inviting me to be at the Israeli-Egyptian signing of the peace treaty.

Glaser: Oh my!

Braun: That was a big deal for me. I went alone, my wife didn't go. I was at the signing ceremony out on the lawn and there was this enormous dinner given that night. There was a big tent set up in one of the areas there and I sat at the table. On my right was Senator Ted Kennedy, on my left was the Minister of Finance from Egypt, and several congressmen across the table. It was quite an experience, quite an experience.

Accomplishments

Glaser: Of your accomplishments during your presidency, what were you the most proud of?

Braun: That's a very hard one for me to answer. I might need some prompting. This is immodest; I think I did a damn good job, considering I had to allocate time to Federation and run the law firm.

I was known as a tough parliamentarian. I said, "The first amendment pertains here, and everybody will get their say. But by god we've got to have some order here and some discipline." I ran my meetings that way and I can't say it was my proudest moment. But considering the makeup of the group, strong-minded and well informed, with everybody having their own strong views on almost every subject, that was an accomplishment.

And I helped set a new tone for the campaign, let's put it that way. That really started with my earlier campaign, but it carried through. Lots of things happened, most of them good. I only lost one argument with Brian in my life. I call it "wastepaper gate."

Glaser: One of the things during your presidency was there seemed to be a concern for bringing the synagogues in a closer relationship to the Federation.

Braun: That is true, I had forgotten that, nor do I remember how we went about it. I know when I was campaign chair, which was ten years earlier, I went around and talked to the various rabbis, with some of their key members or officers or board of directors. And we talked about interchange and closer relations and all the rest. I don't recall anything concrete coming out of it, nor do I indeed know today what the status of that is. But that was on my agenda.

Glaser: Menorah Park was opened in 1980. Was that during your presidency?

Braun: Yes, and that was a grand moment for which I am entitled to no credit whatsoever, but I did preside at the dedication. It was Larry Myers and Irv Rabin and a couple of other people who bought the land and gave it to the Federation or sold it to them for a song. They got a mikveh put in there, which, much to my surprise, did not create any controversy. Menorah Park was a beautiful thing and I'd like to say, "Gee, I'm glad it was something I had a big part in," but I didn't do anything.

Glaser: That took a lot of years to get rolling and to get the government funding.

Braun: Right. And Gerson Bakar was involved, I think he built it.

XI OTHER FEDERATION ACTIVITIES

Jewish Community Endowment Fund

Glaser: You have been involved with the endowment fund. Would you talk about that?

Braun: I was fairly active for a while. We had a capital funds drive in which I worked pretty hard with Peter Haas, and that was really the beginning of the endowment funds. Originally the capital was very modest. I can't remember the amount, nor can I remember the amount of the endowment fund now. But it's very, very large. I'd say it's probably increased a hundredfold since I was president.

Glaser: Since Phyllis Cook took over?

Braun: Yes, Phyllis Cook is now running that chair and does a damned good job.

Glaser: My notes tell me in 1983 to 1985 you were on the endowment fund subcommittee on cultural and public affairs.

Braun: That's probably correct.

Glaser: That means allocating funds to city cultural activities?

Braun: Right. I don't recall there being much trouble on that committee; it was like motherhood and apple pie.

Federation Mission

Braun: I'll tell you one other achievement that I'm proud of. We organized the biggest mission ever to go out of San Francisco and the East Bay. Again, I'm not now current on that subject. There may have been bigger missions, but this was called the Jewish Community Federation mission, and we had over a hundred people. That's a big group.

It's bittersweet because I had to leave early because my mother had a stroke. In fact, that's a harrowing story in itself, how I got out of Israel on Shabbat. There was one plane, and guess what airline it was: Lufthansa. The UJA person drove ninety miles an hour to get me to the Ben Gurion airport on time and ticketed. He said, "Look, he wants to go to St. Joseph, Missouri. Figure out how to get him there."

So I went from Tel Aviv to Frankfurt, Frankfurt to London, London to New York, New York to St. Louis, and St. Louis to Kansas City, which is fifty miles to St. Joe. Took twenty-six hours, and my mother was alive until nine months or a year later. So that was a bittersweet experience. But the mission was very successful. Ken Colvin was the campaign chair that year and did an outstanding job.

Lonee Celeste Hoytt Jewish Community Campus

Glaser: I want to ask you about the campus in Marin. I think you played a part in that.

Braun: Yes, I did. I had the easy part, I solicited all the past presidents, most of whom lived in San Francisco. I gave ten thousand dollars, which became the benchmark for the past presidents' gifts.

Glaser: That's a huge campus. What was it, \$14 million?

Braun: I can't recall, but it's a magnificent, magnificent thing.

Renewal at Home and Abroad

[Interview 4: March 29, 1994]##

Glaser: On the agenda for your presidency, which you gave in the State of the Federation address on February 2, 1979, was Jewish renewal at home and abroad. The current emphasis is on Jewish continuity. Is this the same thing?

Braun: I think it's probably substantially the same thing. The renewal abroad at that time had to do with something called Project Renewal, for which we ultimately adopted two cities to work with them and work closely. We gave special assistance, helping them establish businesses and bring in outside capital to do things.

And as far as renewal at home goes, I'm not sure precisely what that means. It sounds like another euphemism for just simply saying we have to strengthen the Jewish community by increasing Jewish identity, increasing Jewish education, and strengthening the local agencies. So therefore, there's quite a bit of synergism there.

Student Sit-In, 1971

Glaser: Do you believe in Jewish day schools?

Braun: Yes.

Glaser: You probably remember in 1971 there was a student sit-in at that time asking for more support for Jewish day schools.

Braun: Yes, I attended that sit-in and received some serious criticism from the then-president.

Glaser: Why?

Braun: You have to know the then-president to know. As he is now deceased I don't want to denigrate his major contributions to Federation.

Glaser: That was Mel Swig?

Braun: No, he was another of the old families. I went down and mingled with the group and I guess the establishment, the leaders, felt

that I was lending support to this group and the sit-in, in effect their illegal conduct.

Jewish Community Museum

Glaser: Another thing on your agenda was a high priority for a Jewish museum. What activity did you have in bringing the community museum about?

Braun: I have to say that may have occurred during my term but that was really a project of Brian Lurie's, and it just happened to occur during my presidency. But he's the one who put it together with the substantial help of his father-in-law, Alfred Fromm, and others. But I had precious little to do with it, other than to speak at the dedication of the museum, introduce some of our distinguished guests: I think it was Dianne Feinstein and Louise Renne.

Glaser: Are you satisfied with the current community museum?

Braun: I really am not in a position to say. I haven't been in the museum for some time. I have not heard any criticism. The movement that was afoot--it never came to pass--was to consolidate the museum in Berkeley. What's it called?

Glaser: The Judah L. Magnes Museum.

Braun: Consolidate the Judah L. Magnes Museum with our museum, but I guess territorial or political imperatives prevented that from happening. I was privy to several meetings and discussions on that subject.

XII THE ROLE OF THE PRESIDENT

Presidential Qualities

Glaser: Define, if you would, the qualities of a good Federation president.

Braun: Recall in our last session I said, "Leaders lead." And that's my terse definition. I believe Bob Sinton described it as work, wisdom, and wealth--in the sense of giving to the maximum of one's ability. A president has to have a variety of skills, including some statesmanship, the ability to run a meeting and run it well and keep it orderly, get business done with dispatch while at the same time giving everybody their First Amendment rights to say what they have to say. Of course the president has to be good at fundraising, and go out and take the substantial number of the major cards and solicit them. And be available. It's a very time-consuming job. It's much more time-consuming today than it was when I was president.

Glaser: How does the president work most effectively with his board?

Braun: That's difficult to answer. First of all, the president does a lot of things through the executive director--the executive vice president. We work on the agenda together, we counsel about how we're going to present things, we talk about what if this, what if that. It's like preparing a case for trial. You try to anticipate things and be prepared to deal with the unexpected, and you could sometimes do that and sometimes not.

Of course, there's a lot of speaking engagements involved, dedications, like Menorah Park I mentioned last time, and other events where the president is expected to appear. I remember an anniversary function at the Hebrew Home. I was frequently asked to say a few words at many different meetings, ceremonies, and banquets. Being a good speaker doesn't hurt.

Selecting a Successor

Glaser: Did you have a hand in selecting your successor?

Braun: Yes. I think the structure may have become a bit more formalized, but in those days what happened is the past presidents would meet informally and they would kick around likely candidates for the next presidency. They would come up with a consensus, and that somehow would be passed back to the nominating committee. I would say the recommendation was almost invariably followed.

Glaser: Was there a specific succession of going through the chairs to reach that point of being selected?

Braun: Of course the more credentials you had the better. There was a time, although I hear now--at one of the last meetings I attended of past presidents--that they may be abandoning this. We always said you couldn't be a president without having been a campaign chair. I think that is no longer an ironclad rule. But if you were campaign chair and were involved in budget and social planning and knew something about these processes, you had pretty good credentials going in, particularly if you'd been to Israel.

Glaser: What are the factors that make for sound professional-lay relationships?

Braun: Personality, intelligence.

Glaser: Tact?

Braun: Sometimes it is hypocritical to be both candid and tactful. Candor, which does not equate with tact. I had a perfect relationship with Brian Lurie, and while I don't know Wayne Feinstein, I'm sure if I were working with him, he and I would get along very well.

XIII MEMBERSHIP IN NATIONAL ORGANIZATIONS

Joint Distribution Committee, 1968-1973

Glaser: I want to ask you about other Jewish organizations in which you've had memberships. In 1968 to '73, you were on the national board of the Joint Distribution Committee. That's a very important organization.

Braun: Yes, it is, but I did precious little other than I was their man in San Francisco. I didn't even go to any national meetings unless they happened to coincide with some other meeting I was attending, whether it was UJA Young Leadership, which was unlikely, or the Council of Jewish Federations, which is more likely. But I really was not active then on the national scene.

UJA National Campaign Cabinet, 1968-1975

Glaser: In 1968 to '75, you were on the UJA national campaign cabinet. What was involved with that?

Braun: I don't remember much. I think that was a sub-part of the United Jewish Appeal or the Council of Jewish Federations and Welfare Funds. I do recall being asked to speak at various meetings out of San Francisco--I recall particularly Sacramento, Vallejo, and Tucson. Again, I was kind of their "person in Havana," so to speak.

Glaser: Would this have helped you when you were the campaign director in 1971?

Braun: When did I go on that council?

Glaser: 1968.

Braun: Yes, it would have helped, it did help. I recall particularly calling in outside solicitors for the attorneys division.

Council of Jewish Federations and Welfare Funds. 1970-1975

Glaser: What function did you have when you were on the board of the Council of Jewish Federations and Welfare Funds in 1970 to '75?

Braun: I mostly was active in young leadership development, and I went to the meetings with some regularity. There was a lot of socializing and some very interesting sessions. There was a special session for the presidents of the "Big Sixteen Communities," of which we were one. And, as I told you early on, if I had wanted to stay active after my presidency was up I could have stayed with the Council, probably been elected at least a vice president and go to four meetings a year. I wasn't prepared to do that.

Glaser: You were busy then with your professional work.

Braun: Well, I had to come back, you know. I was carrying water on both shoulders. And then when the presidency was up I stayed close to the local scene for several years but pretty much gave up the national scene.

Western Region. Jewish Welfare Board

Glaser: I don't have a date for when you were on the Western Region of the Jewish Welfare Board. I would presume that was when you were active with the UJCC here.

Braun: I can't give you that answer, either. Only Jesse Feldman can or Bob Sinton. But, again, I don't recall doing a great deal. I went to some meetings. I think they had a national meeting here in San Francisco and I was somewhat involved in that.

Glaser: How much leadership does the national Jewish Welfare Board give to its local agencies?

Braun: As I remember, they were of great assistance to us when we were looking for new personnel to staff various centers. I would say they're quite good. Their Chaplaincy service is also quite good.

Israel Education Fund

Glaser: You were a member of the Israel Education Fund. Would you tell me about this organization, because that's never come up before.

Braun: Well, I think it was a nominal titular position. It's called the IEF, and I think it's an adjunct of the United Jewish Appeal. They have their own separate fundraising campaigns, to which I was opposed, as you know from earlier conversations. So I would say that that may be in there almost by mistake because I did little or nothing to contribute to that.

Glaser: I noticed that, currently, the University of Judaism in Northern California holds its luncheon meetings here, in Farella Braun & Martel. Is this because you're a senior partner?

Braun: I had nothing to do with it. I've yet to be able to find out who and how that was arranged. I've asked a couple of likely people and they say, "We don't know." Nonetheless, we're happy to accommodate.

XIV LEADERSHIP AND JEWISHNESS

Impact of Communal Leadership

Glaser: What's been the impact on your life of your Jewish communal leadership?

Braun: Well, that's a broad question. I've made some very good friends, some of whom turned out to be clients. I think my interest in Israel, although again my views, like so many others, are starting to change a bit; things have changed over there.

It's had a big impact on my life. It impacted my marriage and subsequent divorce; I think I said also early on there's only so many hours in the day. You can't practice law for eight or nine hours a day and spend all the time with Federation that is required without taking the time from somewhere. And the people who got shortchanged were my former wife and to a lesser degree my children. I didn't spend the time with them that I wanted to. But I always said, and I still say it, that the time I spent with them was quality time.

Glaser: Of what are you the most proud in your activities with the Jewish community?

Braun: I thought we talked about that. If you ask me, "What is the single thing you are most proud of?" it was opening up the community, opening up the Federation to outsiders, of which we can name many. And not having to convince the old guard that they ought to let new blood in; they were delighted. They were delighted when I started my campaign, got a bunch of new people and new faces in there. They were more than gracious and probably some were relieved; although none of the newcomers was going to be giving the kind of money they were giving. At least they were spared the administrative burdens and other things.

Glaser: What advice would you give to a newcomer to the community on how to become active in the community, to be part of the community?

Braun: Well, it depends on who you are. I told you of my first experience. I got in touch with the chair of the lawyers' section and told him who I was, that I wanted to work and I wanted to make a gift. But I never heard back. But that's an aberration, I believe. And there are all kinds of leadership groups, the Young Marrieds, the YLC [Young Leadership Council], YAD [Young Adults Division]. Nothing like showing up at the door and saying, "Here's who I am, here's what I can do, here's what I want to do, here are my areas of interest. Please give me a chance."

Jewish Values

Glaser: In looking back over your years and your experience, what difference has it made that you are a Jew?

Braun: Probably it would take a psychiatrist to answer that question. I'm not a religious ceremonial or observant person, I seldom if ever go to temple, I don't celebrate the holidays. Of course, I'm married to a non-Jewess now, which may or may not have anything to do with it.

But the most important aspect to me of being a Jew are Jewish values, ethics, and philanthropy, tzedakah. And the fact that some of that has been passed on to my children. I don't know to what extent or how that's going to play out, but none of them have ever given any indication that they are not proud to be Jewish. They've all been to Israel.

Glaser: What is a Jew's obligation to the greater community?

Braun: I think everybody has to decide that for themselves. I have spread myself out very thin with both Jewish and non-Jewish organizations. I was very active in the Bay Area Crusade for a while and sat at its highest levels, what's called the Lawyers' General Counsel Committee.

I was promoting the best Bay Area campaign the law firm ever had, but unfortunately that tradition was not perpetuated. It was a high-profile, high-pressure campaign and apparently some of the people, both lawyers and staff in our firm, objected that it subjected them to too much pressure to make a gift. So it's out of my hands now. We've gone back to what's called the "quiet campaign," which is no campaign at all really.

Glaser: When you were involved with the Bay Area Crusade, was there any difficulty in making the apportionment to the Jewish Federation?

Braun: I was not heavily involved in that. When I was president, we usually went in and we were treated generously, at least fairly and certainly sometimes generously.

Glaser: Because there have been in past years some difficulty with that.

Braun: Yes. I don't believe that occurred during my time.

XV THE FEDERATION TODAY

Changes

Glaser: What is your view of the Federation today? Are there any changes that you'd like to see?

Braun: The Federation (like my law firm) is in a totally different place than it was when I was president, and I'd say it's all for the better. One objection I have is always extra-Federation, outside Federation fundraising, but you and I talked about that. It's a fight I lost, probably the only fight I ever lost during my presidency and thereafter.

But it's well-staffed, it's efficient, the cost of its fundraising is still probably the lowest in the country, at least when compared to other organizations. I don't know about other federations; they probably all run about the same. It used to be about ten percent of campaign funds. I wouldn't be surprised if it's twelve percent or higher now. Now they have more campaign staff, they do more. I'm not in close touch with them now, but one gets an impression by talking to people and reading the "Schmooze Gazette" [Jewish Bulletin of Northern California] and all that. My impression is that the Federation is a vastly improved place since Brian Lurie arrived.

Glaser: Does it fully meet the needs of the Jewish community?

Braun: It probably does not, but that's for lack of funding. One of the amazing accomplishments of several people, and it started again during my presidency but I would take little or no credit for, is development of the endowment fund. It was very modest during my early years, even before I took the presidency and after I took it. But it's now developed into an enormous sum of money. I'm told it is now almost 99 million dollars.

Glaser: That makes it a great adjunct to the Federation's fundraising.

Braun: Sure it does, but then, you see, they now have a whole new process. That's why the Federation is changed and enlarged. They have a whole new process now for allocating endowment funds, except in cases of emergency when the board decides.

Glaser: What is this new process?

Braun: The new process is they've got all this money and all these various organizations, from the Traveling Jewish Theater to Hillel to this and that and the other, come in with special fund requests for either special projects or general need. They have a budgeting committee, and I'm on that, just as they have a budgeting committee for the regular campaign.

Tax Laws

Glaser: Would you please comment on the changes in philanthropy due to changes in the tax laws?

Braun: Well, I'm not a tax lawyer, but I have a pretty good concept of things. As far as charitable giving goes, there hasn't been much change. Those gifts are deductible and if you give in kind, such as real estate, a painting or some other kind of art work or antique, the IRS is getting tougher and tougher by requiring documentation to support the value that you're claiming as the amount of your contribution. As part of the endowment fund, but not necessarily exclusively, they put out very good publications now about various kinds of trusts, charitable remainder trusts, and this kind of trust and that kind of trust. And they've had great success with that.

Glaser: I thought it had become much more difficult to claim philanthropic deductions in the last five or so years.

Braun: Well, if it's cash all you need is a cancelled check to show when you made the gift, and if it's stock it's what it sells for.

Glaser: But aren't there organizations that are not valid for contributions that were before?

Braun: Well, that's another story. That comes under Section 401(C)(3) of the Internal Revenue Code. But giving to Federation presents none of those problems. If you gave to some other organization that

hadn't established itself as a non-profit organization there would be a problem. I'm not aware of any such problems within the Federation family.

XVI PERSONAL LIFE

Family

Glaser: Before we go on to talk about your involvement in non-Jewish organizations, I'd like to ask you about your personal life, about your family.

Braun: Well, it all started on Bastille Day in 1956, when I was in the army, single. Another officer and I went to Paris and environs to handle a couple of cases.

So we were in Paris on Bastille Day, and we met two women on the Boulevard Saint Michel, commonly known as the Boul' Mich. We struck up a conversation and we ended up taking them to dinner. My date was a school teacher for the United States Air Force with the civilian component and she was preparing to go home.

I remember calling her the next weekend. Somehow I remembered the name of the air force base, and I was able to run her down. I said, "Why don't you come back to Paris this weekend?" She said, "Who is this?" I told her, and she said, "Oh, I can't possibly do it," and I said, "Well, I'll be corresponding with you," which I did, and it seemed to me we kind of developed a romance through the mail.

Glaser: What was her name?

Braun: Her name was Enne Wiessman. I got out of the army and was back in the U.S. on Valentine's Day '57. Already, kind of after our first meeting, we'd agreed we were to marry. We were to consider ourselves engaged and were talking about a June wedding and all that.

As an aside, but it really is relevant, I had a car in France and it had been shipped from a place called La Pallice, which is the heart of the shipping area for La Rochelle, near where I was stationed. La Pallice was under strong communist influence, and they were constantly on a strike about something. Well, they went on strike and my car was delayed. It was supposed to have been waiting for me when I got to New York. So I went on after two or three days in New York. I went to Washington to stay with a friend who had been in service in La Rochelle and to see about possible federal employment, which I really wasn't interested in.

Then I went to where my parents lived, St. Joseph, Missouri, and we started talking. I think Washington's birthday was coming up and somehow, I don't know how it all happened, but we invited Enne, now my former spouse, to come to St. Joe and meet the family. Well, of course that was it and we announced our engagement.

Then the question was when were we going to get married. Because I had to go back to New York anyhow to get the car. So when I got back there, I said, "Enne, what's the point of waiting until June? That means I've got to go to San Francisco, turn around and come back, and then we'd drive to San Francisco," or something like that.

So on the spur of the moment, literally, we decided to get married the end of that week, and we went through the usual rigmarole of getting a marriage license and having a blood test. I just called my family, I said, "We're going to get married, if you all could make it." So my mother and my father and my two sisters (not my brothers-in-law), made it. The rest of the family was all there in New York or in the New York area. It was all thrown together very quickly and it was very lovely.

Glaser: And your children?

Braun: Children. Well, if you go over there, you'll see the rogues gallery. There's hundreds of pictures over there.

My oldest son is Aaron, who's married to Joan de Hovitz. They have a son Benjamin, age 4; a daughter Rachel, age 2; and a newborn baby born a week ago tonight, named Nathan. Aaron is an investment adviser and counsellor and works here in the city, lives in Marin County about eight blocks from where our home is in Kentfield. Of course, they'll now will be needing a bigger house, with the new addition.

My daughter, Susan [Cohen], is a medical doctor and she is married to a medical doctor. They live and practice in Phoenix,

and we'll be seeing them next month, I'm happy to report. They have a baby about fourteen months old named Evan.

##

Braun: My youngest son, Daniel, is single, is most unusual. He's different from all of us, certainly the best-looking. He's very athletic, he's very health-conscious, diet-conscious, a great athlete, was an all-city baseball player during his senior year at Lowell High School. He went on to UC Santa Barbara, graduated and had this tremendous experience in camping. He kind of floundered around for a year or two as youngsters would do. But he has now formed a firm with two other people called Southern Yosemite Mountain Guides; they specialize in backpack trips of various kinds, rock-climbing, fishing. They started last year and more or less broke even. This year looks like it's going to be a very good year and they're getting tremendous press throughout the country. Word has gotten around; they didn't solicit the publicity but they're being featured in some very well-known publications.

And we're hopeful--I don't know how that thing will play out over the long pull, say twenty years, but we're very proud of him. He's different, he's got a totally different personality, he's very laid-back, he's got good values and good ethics. He's just a very, very good son, and I'm very proud of him.

Glaser: Do you want to speak of your present wife?

Braun: My present wife is someone we had--our families have been friends for years. Her name is Dolores. We married August 16, 1987. We bought a home before the year was out in Kentfield. She has two children and two grandchildren, each by one of her children. She was a school teacher for twenty-nine years, is now retired, very active, very eclectic interests: tennis, music, the theater, reading, serious reading, the kind of reading that I do not do. A very unusual person, highly intelligent.

Musical Interests

Glaser: I understand that you're a guitar player and Willie Nelson is one of your favorites.

Braun: I haven't played the guitar much lately, since my voice is--As you've gotten older, you know, your voice tends to weaken. But I do have a guitar in my study.

I am one of the original Willie Nelson fans. I saw him when he made his first appearance in San Francisco a long time ago, in a place then called the Boardinghouse. It's no longer even in existence, up on Bush Street next to the fire chief's home. I've been to many many, many many Willie concerts and had many, many Willie parties. You know, before the concerts we'd get together and have a barbecue, and I'd hire a bus and we'd all go down, have a good time. So, yes, he's one of my many interests in western country music.

Glaser: Where did that come from?

Braun: Well, it probably originally came from my background in St. Joe, where there was a lot of country-style music.

Glaser: Oh, it's not that rural, is it?

Braun: Pretty rural, heart of the Midwest.

And then at college I got interested in folk music, not singing myself but interested in folk singers. I went to see Pete Seeger several times, I think Woodie Guthrie was already sick by that time. There was a fellow named Josh White, who was very well-known, and I got to be friendly with him. I went to some of his concerts. He was politically suspect, I think. The Attorney General had his eye on him, as he did Seeger, I believe. In any event, I got interested in that kind of music and maintained that interest, although I don't listen to it as much as I would like to.

My other favorite form of music is Portuguese fado. We're going to Portugal in the fall, and I'm looking forward to going to authentic places, not tourist traps, where they perform fado. It's a very very unusual music, very mournful.

XVII COMMUNITY ORGANIZATIONS

National Association for the Advancement of Colored People

- Glaser: With the non-Jewish organizations, the first thing that comes to mind is you were on the NAACP [National Association for the Advancement of Colored People] Legal Defense Fund, and the Lawyers' Committee on Urban Affairs.
- Braun: Still am. I'm still on what they call the LDF, Legal Defense Fund of the NAACP.
- Glaser: Is the Lawyers' Committee on Urban Affairs part of NAACP?
- Braun: No, totally different. There's so many independent legal service organizations that you can't count them on both hands. The Lawyers' Committee for Urban Affairs, I'm no longer on that as far as I know, though our firm supports it quite actively.
- Glaser: What was involved with that one and what is involved with the NAACP?
- Braun: Well, the Legal Defense Fund has a fundraiser coming up, and they really function at the national scene, although they have a local presence. If there's some interest that is a peculiar interest, then they either have volunteer counsel or at the national level they have paid counsel. For instance, Thurgood Marshall took *Brown v. Board of Education*, the school desegregation case, through the auspices of the NAACP. Whether it then had the Legal Defense Fund attached to it or not, I don't know.
- Glaser: Lani Guinier has mentioned that she was on their legal staff also.
- Braun: Right.

Glaser: What is it that you've done with them?

Braun: Basically given them financial support and going to their dinners and affairs, help get people to turn out. Our firm always buys a table, which is not inexpensive but very worthwhile.

Glaser: Well, the NAACP has long been one of your interests, hasn't it, going back to high school?

Braun: Yes.

Mexican-American Defense and Education Fund

Glaser: On April 19, 1979, you were honored at the annual dinner of the Mexican-American Defense and Education Fund. Would you tell me about that organization?

Braun: Well it's, again, much like the Legal Defense Fund of the NAACP, but it's interested in Hispanic affairs. They handle major litigation involving Hispanics, whether it's immigration or farm workers, labor problems. They're a very good organization.

Glaser: How did you get involved with it?

Braun: Oh, that's hard to say. I don't know, I just got involved and one day they decided to give me an honor or honor me at the annual dinner or something. I remember Griffin Bell was the speaker that night.

Glaser: Well, it doesn't come out of the blue. You must have done something to earn that honor.

Braun: One of the major cases I had when I was in the army as a very young lawyer was a capital case. I was defending a young man named Carlos Mata, and he was the only real Hispanic I had ever been exposed to. We won the case, thank God; he was acquitted. Otherwise he would have gone to the disciplinary barracks at Fort Leavenworth and then hung by the neck until dead.

His mother started writing me letters and sending me Catholic medallions and things like that. I got kind of interested. Then someone, the local who headed it up here--. One of their lawyers was named Vilma Martinez and I got to know her, I don't know quite how, and she got me interested in the group. We were generous with them with money, supported their dinners, and have done some volunteer legal services for them.

Support of Political Figures

Glaser: Have you had any involvement in political activities?

Braun: Too much, but not any more. I have personally supported a variety of candidates. I spent a lot of time working for Senator Joe Biden the year he ran for the presidency, before he messed up. He quoted Neil Kinnock without attribution.

I've worked for a lot of people. I and the firm have been long-time supporters of Louise Renne. Leo McCarthy is an old, dear friend. I taught him in night law school. At least twenty-five years ago I presented an ADL [Anti-Defamation League] award to him at a public function. I have a picture of it at home in my study. We worked hard for John Van de Camp in his primary race for governor; plus other people at the local level too numerous to mention or remember. I've done a fair amount, more than most people do, but I have lost a great deal of interest in that.

Glaser: That means you're a Democrat.

Braun: I'm a Democrat, yes.

Professional Activities

Glaser: You've been very involved in your profession: in teaching, writing, addressing bar association meetings.

Braun: Yes, I asked them to attach another copy of the CV (curriculum vitae) to your papers because it's got most of that stuff in there. I thought it might save you some time.

Glaser: You seem to be especially interested in the educational aspect of legal practice. Would you comment on your different activities?

Braun: Well, I'm no longer particularly interested in teaching but I enjoyed teaching. I did a great deal of it with the CEB (Continuing Education of the Bar), which is located in Berkeley. They've had panels and I'd sometimes write up materials. I've spoken at a program of the American Bar Association in Atlanta, at its annual convention some years ago. On April 7, I'm going to Los Angeles to speak to a combined committee of the federal and

state judiciary on a particular problem. I won't bore you with it, it's something quite technical.

But I don't do the amount of speaking and/or teaching that I used to. But over the years, as I say, the CV will show that I've done a considerable amount. I usually get one article of some sort published a year in a field that I know something about.

Glaser: Do you enjoy writing?

Braun: Well, I enjoy it when I've got some assistance. In fact, the fellow that just called me was David Phillips. He's kind of the man I lean on now to do the research. I come up with an outline, I say, "Look, here's what I'm about, here's where I think we ought to go. If you disagree, tell me." He drafts and then I rewrite and we turn out pretty good material.

Glaser: Your title now in this firm is you're counsellor at--.. You've mentioned it to me, and I can't remember what it was.

Braun: No. I am still a full partner in the firm. I'm a senior and founding partner. But I have been cutting back and slowing down and taking a corresponding decrease in earnings. I'll just be tapering off.

XVIII MORE ON ISRAEL

Prospects for Peace

Glaser: Are you optimistic about peace in Israel?

Braun: Not particularly.

Glaser: Why?

Braun: Well, because the Jews themselves can't agree on anything, to put it bluntly.

Glaser: Well, do you think that there will be security with all of these terrorist acts on both sides?

Braun: I think it's going to be very difficult. I don't know the answer, I'm not that well-informed. But it will be very, very difficult.

Political Changes Desired

Glaser: Are there changes that you would like to see in Israel?

Braun: The answer is yes, but it's very hard to catalog them. It will not be a popular statement, but I resent the tail wagging the dog in the sense that the ultra-Orthodox and Orthodox parties representing a very small number of the population who refuse to serve in the armed services and hardly themselves recognize the state of Israel as such, wield such tremendous power over the daily life and the political life of the country. I don't like that. Never have, always resented it. But I don't think there's anything to be done about it.

I would hope that the defense spending can decline so that they'll have more funds for human services. Most of all I wish that somehow the political parties and factions could get together and agree on something, a common approach to working out things with Arafat and the PLO [Palestine Liberation Organization]. But that is an enormous wish, probably more a hope than an expectation.

Glaser: Well, there is a movement for direct election of the prime minister, which would do away with all of these splinter parties.

Braun: That's right, and I think that's a very positive. I'd forgotten about that. That is very positive, a step in the right direction.

Glaser: I hardly think your statement about the religious far right is an unpopular statement. I think most people would agree with you in that.

Braun: Well, you know, one feels disloyal in saying it, but that's how I feel. I've always felt strongly about it. Instead of the majority it's the tyranny of the small minority.

Glaser: Oh, I agree with you, and it seems to me there's something disloyal in taking all the benefits and not contributing to the country.

Anything else you wish to add?

Braun: I think I've covered most of it: my campaign chairmanship and its success, trends we set opening up the Federation, some of the highlights during my presidency. I think I've covered pretty much most of it.

Glaser: Well, I thank you very much.

Braun: Oh, it was very easy.

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1957	Move to San Francisco
1962-1965	Board of directors, San Francisco Jewish Community Center
1965	Board of directors, United Jewish Community Centers (merged in 1960) Chairman, Attorneys' Division
1965-1966	Board of directors, Jewish Family Service Agency
1966	Robert Sinton president On study mission to North Africa, Europe, and Israel Vice chairman, Business and Professional Division Campaign speakers bureau Chairman, budget study committee On legal committee for Jewish Home for the Aged
1967	Given Lloyd W. Dinkelspiel Memorial Award Chairman, Business and Professional Division
1967-1972	Member of United Jewish Appeal Young Leadership Cabinet
1968	On budget study committee Chairman, Business and Professional subcommittee On fundraising committee
1968-1970	Chairman, leadership development program
1968-1973	Member, national board, Joint Distribution Committee
1968-1975	Member, national campaign cabinet, United Jewish Appeal
1969	John Steinhart president Newly elected to Federation board as member at large Campaign vice chairman Chairman, budget committee
1970	On bylaws committee (among other changes, amalgamated social planning and budget committees) On review committee on agency requests and reports committee's recommendations re Soviet Jewry On special <u>Bulletin</u> committee Leads first "Operation Israel"

1970-1972 Chairman, Northern California Division of Young Leadership Cabinet, United Jewish Appeal

1971 Mel Swig president

Campaign chairman
On social planning and budget committee
Chairman, ad hoc budget allocations committee (appeal to UBAC to restore reduced allocation)
Group of thirty-five students stage sit-in. Concerned with insufficient support of Jewish education

1971-1972 Chairman, fundraising committee

1971-1973 On board of Jewish Home for the Aged

1972 Vice president
Ex officio, social planning and budget committee

1972-1974 President, United Jewish Community Centers

1973 Jesse Feldman president

Vice chairman, Advance Division
On executive committee
On fundraising committee
Federation sued by Hebrew Academy

1974 On Federation board representing United Jewish Community Centers
Chairman, Israel missions
Brian Lurie executive director to executive vice president

1974-1977 Vice president

1975 Frances Green president

Treasurer
On Legacy development committee
Brian Lurie chief executive officer; Lou Weintraub consultant

1975-1976 Chairman, finance and administration

1976 On allocations review committee for capital funds
Jewish Community Endowment Funds--a new standing committee

- 1977 Peter Haas president
- Chairman, capital funds committee (takes place of allocations review)
- Homewood Terrace merged with Jewish Family Service Agency
- Endowment Fund subcommittee to discuss with Camp Swig possible use for Federation adult weekend retreat facility
- 1978 Treasurer
- Chairman, ad hoc committee on board of directors membership
- On fundraising committee
- Project Renewal initiated
- New bylaws increase number of at-large board members from 42 to 50
- Brian Lurie announces UJA governance to include Federation representation
- 1979-1980 PRESIDENT
- 1979 Board of rabbis request more frequent meetings with Federation representatives. This is greeted enthusiastically for reinforcing vital relationship between synagogue and Federation
- Executive committee studies possible inclusion of Sonoma County Board agrees to purchase by South Peninsula Day School of San Antonio school in Sunnyvale
- 1980 On Endowment Fund
- Menorah Park dedicated--housing for well elderly
- 1981 Richard Goldman president
- Director at large
- Chairman, committee to look into separate fundraising by beneficiary agencies
- 1981-1982 Committee memberships: executive committee, capital funds, fundraising, personnel, Endowment Fund
- 1982 Federation name changed to Jewish Community Federation
- Kiryat Shmona adopted as second Project Renewal town
- South Peninsula multi-use facility a reality
- Israel-Lebanon war; second line on campaign to raise \$5 million to help restore social services cut because of war costs: Israel Emergency Fund. First line will include Project Renewal
- Sonoma County merged into Federation

- 1983 William Lowenberg president
- Federation receives Schroeder Award at General Assembly for confederation
Phyllis Cook director of Endowment Fund
Committee memberships; fundraising, capital funds, overseas committee, pledge redemption subcommittee
- 1983-1985 Chairman, Endowment Fund subcommittee on cultural and public affairs
- 1984 Ron Kaufman president
- Federation moves to new headquarters building
Overseas committee recommends opening Federation office in Jerusalem
National leaders meet with Federation representatives re relationship with Jewish Agency
Demographic study authorized
- 1985 Member Endowment Fund Committee and its subcommittee on cultural and public affairs
UJCC receives approval for fundraising campaign for Marin JCC for multi-service center
Overseas committee becomes a standing committee
Many other national and international bodies following Federation's lead in raising issues dealing with Jewish Agency's governance and accountability
Endowment Fund grant of \$1 million to Hebrew Academy for its capital project
- 1986 Laurence Myers president
- On nominating committee
Federation established Jewish Service Corps, a fully subsidized program for college students, to work in Israel. The first time American Jewry has stood behind programs involving Diaspora youth services in Israel
Overseas committee's 1986 grants for areas of: strengthening religious pluralism and democracy in Israel, and Israel/Diaspora relations
- 1988 Annette Dobbs president
- On ad hoc committee "Who Is a Jew"
Strategic planning project

- 1989 Chairman, UJCC study task force, grew out of dissatisfaction
 with current system: UJCC should be decentralized with
 greater autonomy at local Center level .
- 1990 Don Seiler president
- Operation Exodus

SOCIAL PLANNING COMMITTEECHAIRMAN: Mrs. William H. GreenVICE-CHAIRMAN: Reynold H. Cal

James Abrahamson
Mrs. John C. Altman
Alan D. Becker
John L. Blumlein
Paul E. Boas
Mrs. John Bransten
Louis L. Brounstein
Dr. Arthur Z. Cerf
Stanley Claster
Harry Cohn
Mrs. David Z. Cook
Mrs. Harold S. Dobbs
Mrs. A. Aaron Elkind
David Epstein
Stuart Erlanger
Mrs. Jack S. Euphrat
Mortimer Fleishhacker III
Howard Fleishman
George Frankenstein
Darrell Friedman

Mrs. Stanley M. Friedman
Mrs. Eugene L. Friend
Mrs. Hugo Friend, Jr.
Mrs. Theodore Geballe
Daniel T. Goldberg
Mrs. Richard N. Goldman
James A. Goldsmith, Jr.
Ron Goodman
Morgan A. Gunst, Jr.
Donald H. Kahn
Ron Kaufman
Miss Teddi Kern
Allen E. Kline
Robert J. Koshland
Marshall H. Kuhn
Robert M. Levison, Jr.
Mrs. Richard N. Levy
William J. Lowenberg
Gerald D. Marcus
Mrs. Robert A. Mendle

Rabbi Herbert M.
Irving Rabin
Mrs. Irving Reid
Dr. Ernest S. R.
Dr. Milton Rosen
Sidney Rudy
Lloyd R. Sankov
Theodore R. Seto
Donald H. Seiler
David A. Silver
Edgar Sinton
Mrs. Robert E. S.
Peter F. Sloss
Dr. Bertram Solo
Mrs. Elliot Stei
Dr. Jerry Westin
Larry Wolf
Herbert Yanowit
Norman A. Zilber
Dr. Harold S. Zil

BUDGET COMMITTEECHAIRMAN: Jerome I. BraunVICE-CHAIRMAN: Henry E. Bern

Lowell Adelson
Rabbi Joseph Asher
Martin Aufhauser
Gerson Bakar
Mrs. Franklin M. Battat
Alan D. Becker
Dr. Abraham Bernstein
Richard Bernstein
Richard C. Blum
Morris D. Bobrow
Dr. William S. Breall
Milton Bronstein
Charles Chaban
Harold S. Chapman
Ben K. Cherin
Jack Clumeck, Jr.
Kenneth Colvin
Jay A. Darwin
John W. Davis
Dr. Julian S. Davis
Philip Diller
Harold S. Dobbs
Dr. Richard H. Dorsay
Jack S. Euphrat
Samuel L. Fendel
Marvin C. Frank

Thomas L. Frankel
Dr. M. Wallace Friedman
Stanley M. Friedman
Alan Gilbert
Herbert A. Ginsberg
Adm. Herschel Goldberg
Burton J. Goldstein
Dr. Robert Gordon
Mrs. Gilbert Gradinger
Mrs. Jay P. Hammerslag, Jr.
Maurice A. Harband
Michael Harris
Eric Hart
Douglas M. Heller
Wayne S. Hertzka
Morris Horwitz
Samuel I. Jacobs
Gerardo Joffe
Harold J. Kaufman
Lee S. Krieger
Roland Lampert
Herman Landson
Herbert A. Leland
Ben K. Lefer
Robert B. Levitas
William L. Lowe

Stuart G. Moldav
Mrs. Frank M. Mor
Laurence E. Myer
Gary S. Nachman
Allan Orwitz
Bernard Osher
Dr. Milton J. Pe
Henry Robinson
Dr. Samuel I. Ro
Kenneth Rosenber
Herbert I. Ross
William Rubin
Mrs. Madeleine L.
Dr. David D. Sa
Dr. Robert Sach
George B. Saxe
Dr. Abraham Sir
Joseph Sloss, Jr.
Stanton L. Sobel
Mrs. Goodwin Ste
Paul Steiner
Mrs. Richard L.
Rabbi Jacob Trau
Murray H. Warsh
Henry B. Weil

APPENDIX

1973 STANDING COMMITTEES

EXECUTIVE COMMITTEE

Melvin M. Swig, Chairman
Jerome I. Braun
Reynold H. Colvin
Jesse Feldman
Mrs. William H. Green
Walter A. Haas
Douglas M. Heller
Laurence E. Myers
Benjamin H. Swig

FINANCE AND ADMINISTRATIVE COMMITTEE

Douglas M. Heller, Chairman
Henry E. Berman, Vice Chairman
Lloyd W. Dinkelspiel, Jr.
Robert E. Sinton
John H. Steinhart
Melvin M. Swig

FINANCE AND ADMINISTRATIVE SUB-COMMITTEES

Sub-Committee on Investments

Mortimer Fleishhacker, Chairman
Warren H. Berl
Jack S. Euphrat
Daniel E. Koshland
Robert E. Sinton
Carl W. Stern

Retirement Committee

Robert M. Levison, Chairman
Abraham Bernstein, M.D.
Paul Boas
Lewis B. Levin
Stuart Seiler
Jerome I. Weinstein
Louis Weintraub, Secretary

FUND RAISING COMMITTEE

Mrs. William H. Green, Chairman
Lloyd Sankowich, Vice Chairman
Karl Bach
Henry E. Berman
Abraham Bernstein, M.D.
Jerome I. Braun
Kenneth Colvin
Mrs. Morris Cullner
Mrs. Jay Darwin
Lloyd W. Dinkelspiel, Jr.
Richard S. Dinner
Mrs. Harold Dobbs
George Edelstein
Nathan Jay Friedman
Richard N. Goldman
Peter E. Haas
Douglas M. Heller
Seymour Hymen

Harold J. Kaufman
Jesse Levin
William J. Lowenberg
Robert A. Lurie
Mervin G. Morris
Dr. Donald Newman
Claude Rosenberg, Jr.
Edward Schultz
Donald H. Seiler
Peter F. Sloss
Mrs. Richard Swig
Mrs. Robert Taubman
Mrs. Marilyn Warshawer
Melvin B. Wasserman
David Weiner
Bernard G. Werth
Arthur B. Zimmerman

Directors & Officers

1974 Officers

Jesse Feldman
President
Melvin M. Swig
Chairman, Exec Comm
Henry E. Berman
Vice President
Jerome I. Braun
Vice President
Frances D. Green
Vice President
Douglas M. Heller
Treasurer
Peter F. Sloss
Secretary
Lloyd W. Dinkelspiel, Jr.
Assistant Treasurer

1974 Board of Directors

Peter Arnstein
Alan E. Becker
John L. Blumlein
Paul Boas
Kenneth Colvin
Phyllis Cook
Harold S. Dobbs
George Frankenstein
Robert B. Friend
Lawrence Goldberg
Richard N. Goldman
Peter E. Haas
Seymour Hyman
Harold J. Kaufman
Ron Kaufman

Samuel A. Ladar
Herbert A. Leland
Jesse Levin
Lewis B. Levin
Robert M. Levison, Jr.
William J. Lowenberg
Mervin G. Morris
Laurence E. Myers
Irving Rabin
George B. Saxe
Donald H. Seiler
Robert E. Sinton
John H. Steinhart
Roselyne C. Swig
Marilyn R. Taubman
Rabbi Jacob Traub
Matthew B. Weinberg
Bernard G. Werth
Marilyn Yolles
Jack Nagen

Young Adults Division
Annette Dobbs
Women's Division
Walter A. Haas
Benjamin H. Swig
Honorary Directors

1974 Standing Committee

Chairpersons
Melvin M. Swig
Executive
Douglas M. Heller
Finance & Administrative
Frances D. Green
Fund Raising
Laurence E. Myers
Public Relations

Robert M. Levison, Jr.
Social Planning &
Budgeting

1974 Women's Division

Officers
Annette Dobbs
President
Frances Berger
Vice President
Thelma Colvin
Vice President
Fae Asher
Vice President
Sora Lei Newman
Vice President
Phyllis Ginsberg
Vice President
Stephanie Klein
Secretary

1974 Young Adults

Division Officers
Jack Nagan
President
Karen Baker
Vice President
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Lloyd R. Sankowich
Special Projects
Chairman
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Special Gifts Chairman

David S. Sacks
Director, Community
Division of Campaign
Nat Starr
Assistant Campaign
Director
Diane L. Waxer
Director, Young
Adults Division
Miriam Weiss
IBM Operations Manager

Constituent Agencies

Bureau of Jewish Education
Hebrew Free Loan Association
Homewood Terrace
Jewish Family Service Agency
Jewish Home for the Aged
Maimonides Hospital and
Hebrew Nursing Home
Mount Zion Hospital and
Medical Center
United Jewish Community
Centers

Jewish Welfare Federation

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County and the Peninsula
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Appendix D
Jewish Welfare
Federation,
Directors and
Officers, 1974

Susan Solomon
Public Relations Director
Jewish Welfare Federation
(415) 781-3082
1979

FOR IMMEDIATE RELEASE
(picture attached)

David Perlman, City Editor
San Francisco Chronicle

JEROME I. BRAUN ELECTED JWF PRESIDENT

Jerome I. Braun, a senior partner of Farella, Braun & Martel (San Francisco, Ca.) has recently been elected President of the Board of Directors of the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula.

He has served on the JWF Board continuously since 1969; as Vice President, General Campaign Chairman, Chairman of the Budget Committee, Chairman of the Leadership Development Committee and as a member of the Capital Funds Committee. In 1967 he was the recipient of the Lloyd W. Dinkelspiel Young Leadership Award, given to young leaders active in the Jewish Welfare Federation and in the Jewish Community.

Braun is immediate past Chairman of the State Bar of California's Committee on Administration of Justice. He has served as President of the Stanford Law Societies of Northern California and Nevada and as Chairman of the Council of Stanford Law Societies.

Other activities include the Campaign Cabinet of the National United Jewish Appeal and the Board of Directors of the Joint Distribution Committee. He has also served as Chairman of the UJA's Young Leadership Cabinet and as Director of the Jewish Family and Children's Services Agency.

Braun currently resides in San Francisco with his wife Enne and their children, Aaron, Susan and Daniel.

Jerome I. Braun, a senior partner of Farella, Braun & Martel (San Francisco, California) has recently been elected President of the Board of Directors of the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula.

Braun, who has been involved in many activities of the San Francisco Bar Association and the State Bar of California, is immediate past Chairman of the State Bar's Committee on Administration of Justice. He has served as President of the Stanford Law Societies of Northern California and Nevada and as Chairman of the Council of Stanford Law Societies. He is a frequent lecturer for Continuing Education of the Bar programs.

His activities in the national Jewish community include serving on the Campaign Cabinet of the National United Jewish Appeal, on the Board of Directors of the Joint Distribution Committee, and as Northern California Chairman of the UJA's Young Leadership Cabinet. Locally, he served as President of the United Jewish Community Centers, as Director of the Jewish Family and Children's Services Agency and the Jewish Home for the Aged.

Braun has served on the Jewish Welfare Federation Board continuously since 1969: as Treasurer, Vice President, General Campaign Chairman, Chairman of the Budget Committee, Chairman of the Leadership Development Committee and as a member of the Capital Funds Committee. In 1967 he was the recipient of the Lloyd W. Dinkelspiel Young Leadership

Award, given to an outstanding young leader active in the Jewish Welfare Federation and in the Jewish community.

Long active in the general community, Braun has been identified with NAACP Legal Defense Fund, San Francisco Lawyers Committee for Civil Rights and The Lawyers Committee on Urban Affairs. He will be an honoree at the April '19, 1979 Annual Dinner of the Mexican American Legal Defense and Education Fund.

Braun currently resides in San Francisco with his wife, Enne, and their children, Aaron, Susan and Daniel.

State Of The Federation Address

Jerome I. Braun, San Francisco attorney, is the new president of the Jewish Welfare Federation of San Francisco, Marin County and the Peninsula. He succeeds Peter E. Haas. Following are excerpts from his remarks delivered to the Board of Directors.

• • •

I am sorry that Pete Haas unavoidably could not be with us today and when he told me he could not, I told him it was unfortunate that he would miss the kind words I had to say about him. And, indeed, although I praised him at the annual meeting, not enough has been said about the outstanding leadership that Peter has given this board, this Federation and this community. His strength and wisdom have been an inspiration to me and I have already told Pete that I shall be looking to him for sage counsel in the future over and above his participation as chairman of the executive committee.

I must also share with you



Jerome I. Braun
President of the JWF

another personal note or two. In December 1967 Pete Haas presented to me the Lloyd W. Dinkelspiel Leadership Award. In my response I observed that many persons, lay and professional, played a significant role in bringing me to the platform—and therefore it ordinarily would be unfair to single out people for fear

of overlooking others equally entitled to credit — but that under the particular circumstances it would be unfair were I not to single out one person who more than anyone else counseled and encouraged me in my federation odyssey. That person then was and still is Jesse Feldman: I owe that same recognition and those same thanks to Jesse today and I could not let this occasion pass without spreading on the record my undying affection, admiration and appreciation to him.

Of my own father I must observe that he would have been very proud of the events of today and it is a disappointment that he couldn't have lived to bear witness. He was a great admirer of many of you in this room and felt great affection for this Federation and this community. He will forever be an inspiration to me in the work of this Federation.

What precisely are today's "events" — What is happening here today? Is it simply the changing of the guard, the passing of the trappings of power? The king is

(See BRAUN Page 21)

dead — long live the kind? I think not.

For one thing, it is the first meeting of our expanded and enlarged board of directors. That event is particularly important to me because during my years of Federation involvement one of the currents in which I have been involved is the widening of the opportunities for Federation involvement and participation. That is an endeavor and a result which is especially pleasing to me and one which I shall continue to advance so long as my voice is tolerated on the subject.

But whether the board is numerous or not, the larger question is how that board, whatever its size and configuration, does its work. The plain fact is that the Federation has a life of its own, staffed as it is by outstanding men and women, with primacy in their field, well equipped to carry on with style and efficiency many of the day to day activities of this Federation. Moreover, we have a standing agenda that must be dealt with, and one must ask, not cynically I hope, whether or not who is the titular head of this Federation as its president and who sits on this board really makes any difference with respect to the recurring business of the annual campaign, addressing issues of ongoing capital funding and capital needs, relationships with United Way, challenges of the day schools, the increasing demands for care of the elderly — just to mention a few. I conclude that it does make a difference.

The challenge to any new president and any board as it starts up a new year is really this: how do we address that ongoing, current agenda? Do we do it lethargically, complacently, routinely — with the feeling that it's business as usual? The question is, of course, rhetorical. My predecessors did not. The predecessor boards that all of us have served on did not. I assure you I shall not and trust that you will give me the same assurance. Rather, what we want to do, for example, is to raise more money not just for the sake of staying even with inflation, not just to set a new campaign record of which we could be justifiably proud, but, rather, because we want to renew and enrich Jewish life at home and abroad.

Our agenda then for 1979 as I see it, is just that: Jewish renewal at home and abroad. Renewal abroad is simply the reaffirmation of our pledge to requite the unmet needs of and the unfulfilled promises to our brothers and sisters in Israel, although I hasten to point out that we must not ignore our other ongoing and longstanding overseas promises to rescue and ransom distressed Jews wherever they may be — whether emanating from the Soviet Union or other captive countries.

One cannot talk of renewal

abroad without maintaining a dynamic local and national Jewish community which, in turn, can generate the resources necessary to make Project Renewal abroad a success. What we are committed to at home is the enhancing, enriching, uplifting and unifying of Jewish life and of Jewish people of whatever persuasions. This we do through the care and feeding of our constituent agencies and by imaginative and creative uses of our endowment fund. On our agenda for renewal at home are some of the following:

The unmet needs of the aged. In that connection you all have been advised of the ground breaking ceremonies for Menorah Park on Jan. 22. We can all be justly proud of what has thus far been achieved, but there remains much to be done for both the well and enfeebled elderly.

How does one stimulate and unify a Jewish community as diverse and as heterogeneous as ours? There is, of course, no single answer to that. There is, however, a brick and mortar one — requiring capital expenditures. That is an adult retreat facility (something no other community has) which would enable the members of this board, the board members and committee members of our divisions and our constituent agency as well as other groups to congregate in a bucolic setting for contemplation and recreation which would provide an uplifting Jewish experience. I view this as a real challenge as well as an opportunity and place it high on our agenda for 1979.

The ongoing challenge of our day schools is an issue which is very much with us and will require the best of our collective efforts to deal creatively with that issue. I know we can do it.

What could be a greater cohesive force in our community than a museum reflecting Jewish life in both the west and elsewhere — let's call such a museum "Judah Magnes West," an institution which would surely intensify and deepen the quality of Jewish life in our federation area. This, too, is an exciting prospect and I give it high priority.

There are many other items on our agenda — all of importance: Synagogue-Federation relations, increasing development of the South Peninsula, an increase in our efforts to reach our youth and involve them — these are but a few of the issues which we shall be looking at in 1979.

And, to be sure, there will be others — some routine, some emergent and unexpected. Of the unknown and the uncharted the challenge to us is simple: we must meet those matters with courage and fortitude, making the decisions, hard though they may be, but with the common purpose that has brought us here keeps us here.

While we may not always agree on detail and occasionally we may have deep philosophical divisions, there will *always, always* be more that unites than divides us. I look forward with anticipation and enthusiasm (and actually not a little trepidation) to serving you and our community and laboring with all of you in this special Federation vineyard so that when the history of this era is written or when our children ask us what we did in these critical times of Jewish life we can all say we were accorded a rare opportunity to do something with our lives that may count for something in this most imperfect world — and that we seized the opportunity, followed the biblical imperative, choose life and did it.

PRESIDENT'S 1980 ANNUAL REPORT
JEWISH WELFARE FEDERATION

AS WAS THE CASE LAST YEAR, I MUST SADLY BEGIN THE MEETING BY RECOGNIZING THE DEATH OF ONE OF OUR MOST STALWART LEADERS AND SUPPORTERS -- BEN SWIG, A PAST PRESIDENT OF THIS FEDERATION, AN HONORARY DIRECTOR AND ACKNOWLEDGED LEADER IN ALL OF JEWRY. PLEASE RISE FOR A MOMENT IN RESPECT TO HIS MEMORY.

INEVITABLY, AS ONE ASSESSES THE PAST YEAR OR TWO, ONE MUST, IN THE DICKENSIAN METAPHOR, LOOK TO TIMES PAST, WHERE WE ARE TODAY AND TO THE SEASONS YET TO COME. I HAVE SPENT A GOOD DEAL OF TIME MAKING THAT ASSESSMENT, AND AS I HAVE RECENTLY HAD OCCASION TO WRITE TO ONE OF MY OFFICERS, I CONCLUDE THAT WE HAVE HAD SOME SPECTACULAR SUCCESSES, MADE SOME SIGNIFICANT PROGRESS AND MUST CONFESS TO A FEW FAILURES. LET'S TURN TO THEM SPECIFICALLY.

I. FUNDRAISING

THIS CERTAINLY FALLS IN THE "SUCCESS" CATEGORY.

A. CAMPAIGN

NO PRESIDENT HAS BEEN MORE FORTUNATE THAN I WITH RESPECT TO THE ANNUAL CAMPAIGN. WE HAD TWO EXTREMELY

SUCCESSFUL CAMPAIGNS UNDER THE LEADERSHIP, FIRST, IN 1979, OF ANNETTE DOBBS WHOSE CAMPAIGN RAISED \$11,300,000, INCLUDING \$560,000 FOR PROJECT RENEWAL AND, SECONDLY, IN 1980, THE CAMPAIGN OF KENNETH COLVIN, WHOSE CAMPAIGN WILL EXCEED \$12,000,000 --EVEN EXCEEDING THAT OF THE YOM KIPPUR WAR -- AND THUS BECOMING THE LARGEST CAMPAIGN IN OUR HISTORY. THE IMPACT OF OUR HISTORIC JANUARY COMMUNITY MISSION OF OVER 100 PARTICIPANTS MUST BE RECOGNIZED, AS MUST THE INSPIRING LEADERSHIP OF BILL LOWENBERG AND ANNETTE DOBBS ON THAT MISSION. WHILE BOTH ANNETTE AND KEN HAVE BEEN EXTENSIVELY PRAISED AND HONORED HERETOFORE FOR THEIR MAGNIFICENT LEADERSHIP, I WOULD BE REMISS IF I DID NOT THIS EVENING NOT ONLY REITERATE MY OWN PERSONAL ADMIRATION AND GRATITUDE FOR WHAT ANNETTE AND KEN DID, BUT TELL THEM THAT A GRATEFUL JEWISH COMMUNITY HERE AND WORLDWIDE SHARES THOSE SENTIMENTS.

ALSO
I MUST SHARE WITH YOU AN EXCITING AND LAST MINUTE DEVELOPMENT. IN MEMORY OF DANIEL KOSH LAND, THE SAN FRANCISCO FOUNDATION WILL MAKE A GIFT TO OUR ANNUAL CAMPAIGN OF \$1.5 MILLION OVER A FIVE YEAR PERIOD COMMENCING IN 1981. NOT ONLY IS THIS A FITTING TRIBUTE TO DAN'S MEMORY BUT A SIGNIFICANT DEVELOPMENT IN MAINTAINING THE STABILITY OF OUR ANNUAL CAMPAIGN.

B. ENDOWMENT FUND

WE CANNOT DISCUSS OUR FUNDRAISING AND RESOURCES WITHOUT ADDRESSING OUR ENDOWMENT FUND. THIS TRULY REMARKABLE COMPONENT OF OUR FEDERATION INCREASED BY \$2.5 MILLION IN 1979 AND SINCE JANUARY, 1980, THE MARKET VALUE OF THE FUND HAS INCREASED BY AN ADDITIONAL \$3,000,000. ITS APPROXIMATE MARKET VALUE AS OF THIS EVENING IS \$21 MILLION. HEARTFELT THANKS GO TO THE ENDOWMENT FUND CHAIRMAN, ROBERT SINTON, ABLE STAFFPERSON, CAROLE BREEN, AS WELL AS ALL OF THE DEDICATED MEMBERS OF THE ENDOWMENT FUND COMMITTEE AND THE ALLOCATION SUBCOMMITTEE CHAIRED BY PHYLLIS COOK. WITHOUT THE ENDOWMENT FUND MANY SPLENDID, INNOVATIVE AND DESERVING PROGRAMS WOULD HAVE FAILED FOR WANT OF FUNDING. EXAMPLES ARE: A PROGRAM OF PREVENTIVE RESPONSE TO RELIGIOUS CULTS; ASSISTANCE TO THE JEWISH VOCATIONAL SERVICE AND THE HEBREW FREE LOAN TO PROVIDE LOANS AND ASSISTANCE TO NEEDY YOUNG JEWISH WOMEN IN OUR FEDERATION AREA AND YOUTH PROGRAMMING IN THE SOUTH PENINSULA.

C. CAPITAL FUNDING

TALK OF THE ENDOWMENT FUND REQUIRES DISCUSSION OF CAPITAL NEEDS AS THE TWO ARE INEXTRICABLY INTERWOVEN.

AS THE PAY OUT OF THE 1975-1976 CAPITAL FUNDS CAMPAIGN DRAWS TO A CLOSE, METICULOUS ATTENTION HAS BEEN

GIVEN TO THE APPLICATION OF THOSE CAPITAL FUNDS IN THE CONTEXT OF CHANGING NEEDS. MOREOVER, THE CAPITAL FUNDS COMMITTEE UNDER THE ABLE CHAIRMANSHIP OF JESSE FELDMAN, CONTINUES TO INVESTIGATE FUTURE CAPITAL NEEDS. IT IS, INDEED, EXCITING FOR ME TO ADVISE YOU OF THREE SIGNIFICANT DEVELOPMENTS IN THIS AREA: (I) THE JEWISH HOME FOR THE AGED WILL MAKE A MAJOR 80 BED EXPANSION OF ITS FACILITIES BASED ON A SIGNIFICANT CAPITAL EXPENDITURE OF ITS OWN FUNDS, A LIMITED CAPITAL FUND DRIVE FROM AMONGST ITS CONSTITUENCY WITH SUBSTANTIAL FUNDS FROM OUR ENDOWMENT FUND; (II) THE BRANDEIS HILLEL DAY SCHOOL WILL SOON BE HOUSED AT THE BROTHERHOOD WAY JEWISH COMMUNITY CENTER WHERE THERE WILL CONTINUE TO BE JEWISH COMMUNITY CENTER SERVICES AVAILABLE, BASED ON A COMBINED USAGE OF THE FACILITIES AT THAT LOCATION; THIS MOVE IS FACILITATED BOTH BY LIMITED CAPITAL FUND CAMPAIGN FROM THE PARENTS AND FRIENDS OF ^{THE SCHOOL} AS WELL AS ASSISTANCE FROM OUR ENDOWMENT FUND; AND, FINALLY (III) JUST A FEW HOURS AGO IN AN EMERGENCY MEETING YOUR BOARD OF DIRECTORS APPROVED ACQUISITION OF PART OF THE SITE PRESENTLY OCCUPIED BY THE SOUTH PENINSULA HEBREW DAY SCHOOL IN SUNNYVALE; THE ACQUISITION OF THIS SITE, TOO, RESULTS FROM A LIMITED CAPITAL FUNDS CAMPAIGN OF THE SCHOOL'S CONSTITUENTS AND ASSISTANCE FROM ^{FUND} OUR ENDOWMENT FUND. ^{FUND} THUS, OUR ENDOWMENT GOES CHEEK BY JOWL WITH CAPITAL IMPROVEMENTS AND HAS BECOME THE CORNERSTONE OF CAPITAL DEVELOPMENT.

II. OTHER 1980 HIGHLIGHTS

IN MY REPORT LAST YEAR I SPOKE AT LENGTH OF THE GROUND BREAKING CEREMONY FOR MENORAH PARK, WHICH OCCURRED ON JANUARY 22 OF THAT YEAR. THIS YEAR, SEPTEMBER 28 MARKED THE FORMAL DEDICATION OF THIS MAGNIFICENT FACILITY, WHICH IN ALL HONESTY MAY BE RECORDED AS ONE OF OUR "SPECTACULAR" SUCCESSES. ON THAT OCCASION AS WELL AS SEVERAL OTHERS ALL OF THE MANY PERSONS -- LAY AND PROFESSIONAL -- INVOLVED IN BRINGING THAT DREAM TO FRUITION WERE APPROPRIATELY HONORED AND, I SHALL NOT AGAIN REPEAT THOSE ACCOLADES AS MUCH AS THEY ARE DESERVED. ON THE OTHER HAND, I WOULD BE REMISS IF I DID NOT POINT TO LARRY MYERS, MIKE ~~PAGE~~ AND CHARLES SLUTZKIN.

ALL THE WHILE WE HAVE CONCENTRATED ON COMMUNITY DEVELOPMENT. WE HAVE STRENGTHENED OUR SOUTH PENINSULA OFFICE, OPENED A BRANCH IN MARIN COUNTY AND HAVE AN OUTREACH PROGRAM IN SONOMA COUNTY.

OUR YOUNG ADULT DIVISION AND OUR LEADERSHIP DEVELOPMENT COMMITTEE COTINUES TO FLOURISH IN ALL AREAS OF FEDERATION INCLUDING SONOMA COUNTY. ONE CANNOT HELP BUT BE BOTH IMPRESSED AND PLEASED BY THE BURGEONING MEMBERSHIP AND

PROGRAMS OF THESE GROUPS, PARTICULARLY HAVING IN MIND THAT THEY WILL BE THE NEXT GERATION OF LEADERS, WITHOUT WHOM THIS FEDERATION CANNOT SURVIVE AND CONTINUE IN ITS VITAL LIFE-SAVING AND LIFE-GIVING WORK.

WE HAVE DONE MANY OTHER THINGS WHICH ARE NOT ONLY SIGNIFICANT FROM A LOCAL POINT OF VIEW BUT IN TERMS OF OUR NATIONAL IMAGE. LET ME QUICKLY MENTION THEM. OUR RECORD AS A FEDERATION OVER THE PAST FEW YEARS HAS BEEN AN EXCEPTIONAL ONE. OF THE THIRTEEN LARGE CITIES IN AMERICA, SAN FRANCISCO IS NUMBER THREE WITH REGARD TO PER CAPITA GIVING AND NUMER THREE IN RELATIONSHIP OF OVERHEAD COST AND DOLLARS RAISED. UNDER THE ABLE STAFF LEADERSHIP OF SUSAN SOLOMON, AND CHAIRMANSHIP OF DICK ROSENBERG, FEDERATION HAS RECEIVED SO MANY ^{NATIONAL} AWARDS THAT WE CAN ONLY CONCLUDE THAT WE HAVE THE FINEST PUBLIC RELATIONS DEPARTMENT OF ANY FEDERATION IN THE COUNTRY.

MOREOVER, THROUGH THE LEADERSHIP OF RICHARD GOLDMAN, ANNETTE DOBBS, RAQUEL NEWMAN-NAYMARK AND BRIAN LURIE, WE ARE INTERNATIONALLY RECOGNIZED AS THE CREATIVE AND IMAGINATIVE THINKERS WITH RESPECT TO PROJECT RENEWAL SO THAT OUR NOTIONS -- ORIGINALLY CONSIDERED TO BE THREATENING AND MUCH OPPOSED - BECAME THE TOUCHSTONE FOR PROJECT RENEWAL RELATIONS BETWEEN ISRAEL AND DIASPORA COMMUNITIES.

OUR SOVIET EMIGRE RESETTLEMENT PROGRAM UNDER THE NOTABLE LEADERSHIP OF ANITA FRIEDMAN, IS ONE OF THE BEST IN THE ENTIRE COUNTRY, BRINGING TOGETHER, AS IT DOES, TEN DIFFERENT AGENCIES FOR SERVICE AND WELCOMING SOME FIVE HUNDRED RUSSIAN EMIGRES INTO OUR COMMUNITY, AS WELL AS CONTINUING TO SERVE AN EMIGRE POPULATION THAT NOW NUMBERS ABOUT 3,000 INDIVIDUALS. WE ARE VIEWED BY BOTH HIAS AND THE COUNCIL OF JEWISH FEDERATIONS TO BE THE PARADIGM IN THIS AREA. ACCORDINGLY, I MUST NOT ONLY ACKNOWLEDGE AND THANK ANITA FRIEDMAN, BUT TO THE EXECUTIVES, PRESIDENTS AND BOARDS OF EACH OF THESE AGENCIES EXTEND SIMILAR GRATITUDE AND ADMIRATION FOR BOTH THE SERVICE AND COOPERATION IN THIS COMMUNAL EFFORT. I ALSO MUST GIVE SPECIAL CREDIT TO HELENE COHEN, CHAIRWOMAN OF THE INTER-AGENCY TASK FORCE AND RECENTLY ELECTED PRESIDENT OF THE NATIONAL ASSOCIATION OF JEWISH FAMILY AND CHILDRENS SERVICES, AS WELL AS TO RACKY NEWMAN-NAYMARK FOR SERVICE AS CHAIRPERSON OF FEDERATION'S PLANNING AND BUDGETING COMMITTEE FOR EMIGRES.


BUDGETING AND SOCIAL PLANNING HAVE BECOME A YEAR-ROUND ENDEAVOR. LARRY MYERS DISTINGUISHED HIMSELF AS THE CHAIR OF THAT COMMITTEE DURING 1979 AND 1980, WITH THE OUTSTANDING STAFF ASSISTANCE OF MIKE PAPO. ALL INDICATIONS ARE THAT GEORGE SAXE, CHAIR, AND MICHAEL RUBENSTEIN, VICE CHAIR, FOR 1981 WILL CARRY ON IN THAT SAME GREAT TRADITION. WE WERE

FORTUNATE TO HAVE SUCH DEDICATED AND TIRELESS LAY AND STAFF WORKERS TO HELP THE BUDGET AND ALLOCATIONS COMMITTEE WHICH, AFTER ALL, IS CHARGED WITH BOTH ALLOCATING AND HUSBANDING THE PRECIOUS DOLLARS THAT WE STRUGGLE SO HARD TO RAISE FROM YEAR TO YEAR. ONE INNOVATION IN 1980 AND 1981 WILL BE AN EFFORT TO HAVE ALL AGENCIES, INCLUDING THE FEDERATION ITSELF, TAKE A HARDER LOOK AT THE PRIMACY OF ITS VARIOUS NEEDS AND DETERMINE WHICH ARE MORE IMPORTANT THAN OTHERS, SO THAT, IF NECESSARY, PRIORITY BUDGETING CAN BE DONE ON THE REALISTIC APPRAISAL BY THE AGENCIES THEMSELVES OF THEIR MOST PRESSING NEED.

III. UNFINISHED BUSINESS

THERE ARE SEVERAL THINGS WHICH WERE NOT ACCOMPLISHED; ONE COULD CALL THEM FAILURES. WE STILL DO NOT HAVE AN ADULT RETREAT FACILITY, ALTHOUGH SOME EFFORT AND ENERGY WAS EXPENDED IN THAT AREA. WERE I A SOOTHSAYER, I WOULD PREDICT THAT THIS FEDERATION WILL HAVE SUCH A FACILITY BEFORE THE FIRST HALF OF THIS DECADE ENDS. AND, AS ONE OF THE LEADING AND MOST VOCAL EXPONENTS OF MULTI-SERVICE FACILITIES, I AM DISAPPOINTED THAT I CAN NOT ANNOUNCE THAT DURING MY ADMINISTRATION WE ACQUIRED OR HAVE SPECIFIC PLANS TO ACQUIRE A FEDERATION-OWNED BUILDING FOR ITS OWN USE AND THAT OF AT LEAST SOME OF OUR CONSTITUENT AGENCIES, ALTHOUGH THERE IS STILL

HOPE THAT WE SHALL ACQUIRE THE TERMIN SITE IN THE SOUTH PENINSULA FOR A COMMUNITY CENTER AND MULTI-SERVICE USE BY OTHER AGENCIES. MOREOVER, THERE IS ON THE DRAWING BOARD THE POSSIBILITY OF A MAJOR MUTLI-SERVICE FACILITY IN MARIN COUNTY. IT IS MY OPINION THAT THE ACQUISITION OF SUCH FACILITIES IS NOT ONLY NECESSARY BUT INEVITABLE AND I TRUST THAT AT SOME FUTURE ANNUAL MEETING - WISHFULLY IN THE VERY NEAR FUTURE -- YOUR PRESIDENT WILL REPORT TO YOU ABOUT THEIR REALITY.

FINALLY, PERMIT ME TO BE A BIT PHILOSOPHICAL (ALTHOUGH BRIAN HAS CAUTIONED ME NOT TO BE MAUDLIN) AND TALK WITH YOU FOR A MOMENT ABOUT THE BIGGER PICTURE. I HAVE SAID REPEATEDLY THAT FEDERATION HAS A LIFE OF ITS OWN AND ITS ACCOMPLISHMENTS REALLY HAVE LITTLE TO DO WITH WHO OCCUPIES THE OFFICE OF PRESIDENT AT ANY GIVEN TIME. RATHER, FEDERATIONS SUCCEED -- AND OUR PARTICULAR FEDERATION SUCCEEDS EXCEPTIONALLY WELL -- BECAUSE OF THE PARTNERSHIP BETWEEN PROFESSIONAL AND LAY LEADERSHIP. I CANNOT MENTION ALL THE PROFESSIONAL STAFF BY NAME BUT I MUST, IN ADDITION TO THOSE ALREADY ACKNOWLEDGED, OF COURSE, MENTION OUR EXECUTIVE DIRECTOR, BRIAN LURIE,  THANK HIM FOR THE VERY SPECIAL RELATIONSHIP THAT HAS DEVELOPED BETWEEN US AND THE SPECIAL WAY IN WHICH WE WERE ABLE TO WORK TOGETHER. I MUST ALSO ACKNOWLEDGE THE EFFORTS OF TWO OF OUR STAFF -- DAVID SACHS AND WAYNE FEINSTEIN --

WHO HAVE LEFT TO MOVE ON TO HIGHER POSITIONS -- A RECOGNITION, I SUGGEST, OF THE HIGH QUALITY OF OUR PROFESSIONAL STAFF AND TRAINING AND EXPERIENCE GLEANED FROM THIS FEDERATION -- AND TO DOUG KLEINER, OUR NEW CAMPAIGN DIRECTOR, AS WELL AS TO OUR SEASONED AND TALENTED ASSOCIATE DIRECTORS, NAT STARR AND MIKE PAPO.

I MUST ALSO ACKNOWLEDGE, OUR OFFICERS AND OUR EXECUTIVE COMMITTEE. I HAVE, CONCEDEDLY, PUT UNREASONABLE DEMANDS ON THEM BY REQUIRING REGULAR MEETINGS -- USUALLY EARLY IN THE MORNING, AND WHETHER NEEDED OR NOT -- BUT THEY HAVE ALL BEEN FAITHFUL IN THEIR ATTENDANCE AND TO CONTRIBUTING TO THE ONGOING BUSINESS OF OUR FEDERATION. BUT NEITHER THE STAFF, NOR THE OFFICERS, OR THE EXECUTIVE COMMITTEE CAN ALONE MAKE OUR FEDERATION WORK. RATHER, IF IT WORKS WELL IT IS BECAUSE OF THE TWELVE HUNDRED VOLUNTEERS WHO PARTICIPATE IN OUR CAMPAIGN ALONG WITH THE HUNDREDS MORE WHO ARE INVOLVED IN THE COMMITTEE STRUCTURE OF THE FEDERATION AND THE BOARD AND COMMITTEES OF OUR AGENCIES. IT IS A UNIQUE PARTNERSHIP OF PROFESSIONAL AND LAY PEOPLE WHICH, LIKE ANY HUMAN INSTITUTION IS NOT ALWAYS WITHOUT ITS STRAINS OR TENSIONS, BUT REALLY WORKS QUITE MAGNIFICENTLY.

IF YOU WERE TO ASK ME ABOUT WHAT I FELT BEST -- NOT JUST DURING A TWO YEAR PRESIDENCY OR AS A CAMPAIGN CHAIRMAN, OR DURING TWENTY YEARS OF ACTIVE FEDERATION INVOLVEMENT, MY

ANSWER MIGHT SURPRISE YOU. IT IS: LOOK AT THE LIST OF FEDERATION OFFICERS AND DIRECTORS, NOTICE HOW THE NUMBER OF OFFICERS/ AND DIRECTORS HAS INCREASED AND HOW MANY OF US ARE NOT NATIVES OF OUR FEDERATION AREA. THE BOTTOM LINE OF ALL THIS IS THAT I HAVE STRIVEN MIGHTILY TO BROADEN THE BASE OF LEADERSHIP AND PARTICIPATION IN THE DECISION-MAKING PROCESS. IN SOME MEASURABLE DEGREE, THAT EFFORT HAS BEEN SUCCESSFUL AND I AM PLEASED AND PROUD OF IT.

IN CONCLUSION OF WHAT I HOPE TO HAVE BEEN ONE OF THE SHORTER PRESIDENT'S REPORT, I HARK BACK TO A THEME WHICH STAYS WITH ME AND INVOKED MORE THAN ONCE EITHER AS A CAMPAIGN CHAIRMAN OR AS YOUR PRESIDENT. IT IS SIMPLY THIS: LABORING WITH ALL OF YOU IN THE FEDERTION VINEYARD -- WHILE IT MAY AT TIMES HAVE BEEN BURDENSOME -- IS ALSO A RARE PRIVILEGE. WHEN THE HISTORY OF THIS ERA IS WRITTEN OR SOMEDAY OR SOMETIME IN THE FUTURE WHEN OUR CHILDREN MIGHT ASK WHAT WE DID DURING THIS CRITICAL TIME IN JEWISH LIFE IT WILL BE A PRIVILEGE FOR ME, AND FOR YOU, TO SAY THAT WE WERE ACCORDED THE RARE OPPORTUNITY TO DO SOMETHING WITH OUR LIVES THAT MAY HONESTLY COUNT FOR SOMETHING IN A VERY IMPERFECT WORLD -- AND THAT WE SEIZED A RARE OPPORTUNITY, THAT WE FOLLOWED THE BIBLICAL IMPERATIVE TO CHOOSE LIFE -- AND THAT WE DID SO. THANK YOU AND HAPPY NEW YEAR.

JIB:CP

(Jesse Feldman)
JF'S COMMENTS FOR JWF MEETING
THURSDAY EVENING, DECEMBER 18

We have had a "State of the Nation" report on Federation from our president this evening. What we have learned is that its health is good -- much has been accomplished -- significant events are underway.

I believe you know the quality of leadership reflected in the Jewish Welfare Federation presidency these past two years -- it has been very good indeed. Jerry Braun has served us well.

Jerry is a relative newcomer to our community. Rather than a native San Franciscan, he came from St. Joseph, Missouri, that spot where the wagon trains assembled in the Gold Rush days before the treacherous trek to the west.

Upon graduation from Stanford Law School, with an academic record of excellence, at the age of 24 Jerry determined, to our good fortune, to reside in San Francisco. Within a span of less than 20 years he and two other founding partners established a law firm which today comprises some 40 attorneys, and has earned a reputation for excellence which places it among the leading firms in the community.

Notwithstanding the demands of his growing practice, Jerry almost from the inception involved himself in the work of Federation and its agencies, accepted a position on the Board of the UJCC, and moved steadily to the presidency of

that agency. In Federation, he undertook campaign responsibilities at an early age, and the campaign which he chaired in 1970 proved to be one of the most innovative, creative, and successful that Federation had ever known -- which moved Federation fund raising to a new plateau. Little wonder that he was selected to receive the Lloyd W. Dinkelspiel Award.

As president of Federation, Jerry has manifested those qualities which have endeared him to us. Quietly, almost in an unassuming way, without directing attention to himself, this bright and warmly sentimental human being communicated his dedication and placed upon Federation his own stamp. He gave unselfishly and unstintingly of his time and substance over and above what reasonably could be asked of him, because he felt and respected the obligations of leadership. He has achieved superbly a primary goal and objective, namely, the involvement of an ever widening circle of people in the community and a broader participation in the activities of Federation and its agencies.

Jerry literally came to the presidency from the ranks. At a time when we have had a welcome influx of hundreds of young people into our community, he has demonstrated that any person with a sense of commitment to Jewish causes who is prepared to assume the responsibilities entailed can rise to a position of leadership, and that there is a need and place for each one in community affairs.

We thank you Jerry, and we are indebted to you for what you have done for the community and the contribution which we know you will make in the years ahead.

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ENDOWMENT COMMITTEE
1986

Appendix I

Chairman: Rhoda Goldman
Vice Chairmen: Peter Haas*, Development
Donald Seiler, Allocations

Staff: Phyllis Cook
Deborah Bleicher

Members:	James Abrahamson	Ron Kaufman*
	Rabbi M. Barenbaum	Samuel Ladar*
	John Blumlein	Robert Levison
	Joseph Blumlein	Alvin Levitt
	Harry Blumenthal	William J. Lowenberg
	Jerome Braun*	Phyllis Moldaw
	Adele Corvin	Raquel Newman
	Ruth Debs	Bernard Osher
	Richard Dinner**	George Saxe
	Annette Dobbs**	Albert Schultz
	Jesse Feldman *	William Russell-Shapiro
	Howard Friedman	Robert Sinton*
	Hanna Fromm	John Steinhart*
	Frances Geballe**	Melvin Swig
	Richard Goldman*	L. Jay Tenenbaum
	Frances Green*	Haskell Titchell
	Morgan Gunst, Jr.	
	Douglas Heller	

Ex-Officio: Laurence Myers
Claude Rosenberg

Intern: Don Abramson

*Federation Past Presidents

**Reappointed for second three-year term.

EVA HELLER KOHN SUBCOMMITTEE

Chairman: John Blumlein
Vice Chairman:
Staff: Deborah Bleicher

Goldie Cutler, National Council of Jewish Women
George Saxe
Carolene Marks, Hadassah
William Lowenberg

Ex-Officio: Rhoda Goldman

Item 4:

ENDOWMENT COMMITTEE
(in place as of 9/18/90)

Chair: Mervin G. Morris

Vice Chair: Melvin M. Swig, Endowment Development
Peter F. Sloss, Endowment Allocations

Staff: Phyllis Cook
Peter Gertler

Members:	Rabbi M. Barenbaum	Bruce Mann
	Benjamin Baum	Phyllis Moldaw
	Ernest A. Benesch	Laurence Myers
	John Blumlein	Bernard Osher
	Jerome Braun	Eda Pell
	Adele Corvin	John Pritzker
	Annette Dobbs	William Rollnick
	Jesse Feldman	George Saxe
	John Freidenrich	Jack G. Schafer
	Robert Friend	Albert L. Schultz
	Hanna Fromm	William Russell-Shapiro
	Bud Gansel	Geraldyn Sicular
	Richard Goldman	Robert Sinton
	Frances Green	John Steinhart
	Peter Haas	L. Jay Tenenbaum
	Douglas M. Heller	Haskell Titchell
	Geoffrey Kalmanson	Bertram Tonkin
	Ron Kaufman	Sidney Unobskey
	Samuel Ladar	Anita Weissberg
	Robert Levison	
	Alvin T. Levitt	
	William J. Lowenberg	

Ex-Officio: Claude Rosenberg, Chair, Investment Committee
Andrew Rosenblatt, Chair, Planning & Allocations

Intern: Don Abramson

Investment Committee - continued

1986

Warren Hellman
Alan Herzig

Willi Weinstein

Ex-Officio: Rhoda Goldman
Laurence Myers
Albert Schultz

NEW GIFTS SUBCOMMITTEE

Chairman: Sunny Kaplan
Vice Chairman: Lynn Blankfort
Staff: Karen Marcus

Members:	Diane Cohen	Nick Martin
	Annette Dobbs	Dr. Barry Oberstein
	Victoria Rhine Dobbs	Bruce Raful
	Betty Dreifuss	Dr. Garry Rayant
	Mimi Gauss	Robert Rubenstein
	Hank Levitan	Anita Wornick
	William J. Lowenberg	

NOMINATING SUBCOMMITTEE

Chairman: Jerome Braun
Vice Chairman:
Staff: Phyllis Cook

Members:	Ron Berman	Marge Kalmanson
	Randall Dick	Michael Podell
	George Foos	Steven Swig
	Barbara Isackson	

OVERSEAS COMMITTEE

Chairman: Richard Goldman
Vice Chairmen: Ron Kaufman
Staff: Phyllis Cook

Members:	Kenneth Colvin	Dr. Andrew Rosenblatt
	Randall Dick	Alan Rothenberg
	Jesse Feldman	Rabbi Peter Rubinstein
	George Foos	Robert Sinton
	Claude Ganz	Melvin Swig
	Douglas Herst	Roselyne Swig
	Alvin Levitt	Sheldon Wolfe
	William Lowenberg	Anita Wornick
	Raquel Newman	

Ex-Officio: Laurence Myers
Melvin Wasserman

BUILDING SUBCOMMITTEE

Chairman: Michael Podell
 Vice Chairman: Barbara Isackson
 Staff : Elle Hoffnagel

Members: Ron Kaufman
 William J. Lowenberg
 Donald Sweet

Ex-Officio Laurence Myers

BYLAWS COMMITTEE

Chairman: Samuel Ladar
 Vice Chairman: Jerome Braun
 Staff: Phyllis Cook

Members: William Coblentz
 Randy Dick
 Jesse Feldman
 Alvin Levitt
 Robert Sinton
 Sheldon Wolfe

CAPITAL FUNDS COMMITTEE

Chairman: Adele Corvin
 Vice Chairman: Alvin Levitt
 Staff: Phyllis Cook
 David Bubis
 Gene Kaufman

Members: James Abrahamson
 Frances Berger
 Judith Chapman
 Helene Cohen
 Kenneth Colvin
 Richard Dinner
 Kate Feinstein
 John Freidenrich
 John Goldman
 Frances Green
 Richard Green
 Peter Haas
 Ruthellen Harris
 Douglas Heller
 Donald Kahn
 Geoff Kalmanson
 Sonya Kaplan

Ron Kaufman
 Harvey Koch
 Dr. Donald Linker
 Bernard Osher
 Michael Podell
 Robert Rubenstein
 George Saxe
 Donald Seiler
 Stuart Seiler
 Peter Sloss
 Donald Sweet
 Melvin Swig
 Marilyn Taubman
 Ronald Wornick
 Harold Zlot
 Allan Kaplan, Intern

Appendix L

ACTION:

- F. It was moved, seconded and passed to appoint the following individuals to serve on the Ad Hoc Committee on "Who Is A Jew":

Melvin Swig; Ad Hoc Chair, Endowment Vice Chair
Max Bernstein; Project Renewal Chair
Jerome Braun; Past President
Annette Dobbs; Ex-Officio
Dianne Feinstein; Delegate
Jesse Feldman; Past President
George Foos; Current Camp Chair
Stewart Foreman; B & A Chair
Sam Gill; Project Renewal Vice Chair
Richard N. Goldman; Past President
Frances D. Green; Past President
Peter E. Haas; Past President
Ron Kaufman; Past President, Overseas Chair
Robert Kirschner; Delegate
Samuel A. Ladar; Past President
Alvin Levitt; Overseas Vice Chair
William J. Lowenberg; Past President
Laurence E. Myers; Past President
Sora Lei Newman; BJE Chair
Dr. Andrew Rosenblatt; B & A Vice Chair
George Saxe; Strategic Vice Chair
Donald Seiler; Endowment Chair
Robert E. Sinton; Past President
Peter F. Sloss; Endowment Vice
Rabbi Malcolm Sparer; Board Of Rabbis
Ronald Wornick; Strategic Planning Chair

IX Executive Committee Report

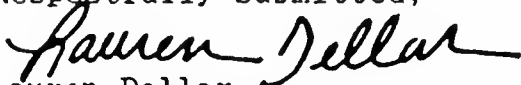
- A. Stuart Seiler delivered the December 6 Executive Committee report making specific mention of the Soviet emigre resettlement status. There was also an update made on the Marin Campus project and the South Peninsula Council.

X Overseas Committee Report

- A. Due to time constraints, it was agreed to postpone the Overseas Committee report until the January 17 Board of Director's Meeting.

The meeting was adjourned at 1:45 pm.

Respectfully Submitted,


Lauren Dellar

Assistant to the Executive Director

- B. Harry Kney-Tal reported that as a repercussion from Baker's speech, signatures are being collected in Congress on a letter which expresses the need for the U.S. Administration to be more positive in its support of Israel's peace proposals.

III UJCC Report

- A. Jerome Braun, Chairman of the UJCC Study Task Force, presented the General Principles of the UJCC Study Proposal which were developed as a result of growing dissatisfaction with the current system. Consequently, the Boards of the individual Centers developed a new model to provide greater autonomy and more responsibility for fiscal and programmatic affairs. The General Principals are listed as follows:

1. The structures and practices of the organization will provide increased autonomy for the Centers/Units while maintaining an effective central organization.
2. The intent of a revised structure is to create full and meaningful participation of each component of the agency in decision-making functions.
3. The primary role and authority of the central organization should be as an effective advocate with the units for JCC services, as a source of accountability to the Jewish community and the Jewish Community Federation, and in areas which transcend local concern.
4. The structure and practices of the organization should be revised to vest authority and control with each Center/Unit and central in the monitoring and control of individual assets and budgets.
5. The structure and practices of the organization should be revised to vest primary responsibility for personnel with the individual Centers/Units, within a common Personnel Code.
6. The UJCC Board will be expanded in size and will be composed of 60% Center/Unit representation and 40% at-large individuals. Board committees should include at least one representative from each unit

7. Areas in which each Center/Unit and the central organization has authority to act independently will be defined. Criteria will be established to define decisions and policies which have broader implications within the system.
 8. An Implementation/Transition Committee will be established to guide and oversee the specific aspects of the agency reorganization. The Committee will include the Presidents of each Center/Unit.
 9. The By-Laws of the corporation will be revised to reflect the agreed to changes.
 10. The UJCC Board of Directors, as constituted above, will be the final policy-making and approving body of the corporation.
- B. Discussion followed regarding concern over the expansion of the UJCC Board. In response, it was noted that such a process would not only involve more people but would also bring the size of the UJCC Board to be more in line with that of other Boards.
 - C. Among other issues to be studied further are the implications for fiscal accountability.
 - D. Madeleine Simborg and Evan Mendelson were acknowledged for their participation in spearheading and overseeing this difficult process.

ACTION: It was moved, seconded and passed to approve the General Principles of the UJCC.

IV 1989 Campaign Report/Project Freedom Report

- A. In the absence of George Foos, Chairman of the 1989 Campaign, Nate Levine, Campaign Director, reported that to date, a total of \$15,100,000 representing a 5.1% increase has been closed for the 1989 Annual Campaign. In addition, \$1.25 million in Project Freedom gifts have been closed for a combined total of \$16,368,000 representing an 11% overall increase. It was noted that although 1989 has been a strong campaign, the pace in closing some of the major gifts remains slow.
- B. Special appreciation was given to Donald and Sora Leisner Newman and to Manny and Elfa Kagan for hosting the "Freedom with a Flourish" event.

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Eleanor K. Glaser

Raised and educated in the Middle West. During World War II, spent two years in the U.S. Marine Corps Women's Reserve.

Senior year of college was taken in New Zealand, consequently A.B. degree in sociology from University of Michigan was granted in absentia. Study in New Zealand was followed by a year in Sydney, Australia, working for Caltex Oil Company.

Work experience includes such non-profit organizations as Community Service Society, New York City; National Society for Crippled Children and Adults and National Congress of Parents and Teachers in Chicago.

After moving to California in 1966, joined the staff of a local weekly newspaper, did volunteer publicity for the Judah Magnes Museum and the Moraga Historical Society, and was the Bay Area correspondent for a national weekly newspaper. Also served as a history docent for the Oakland Museum.

Additional travel includes Great Britain, Europe, Israel, Mexico, and the Far East.

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